

LETTERS *from* FAMOUS PEOPLE

Sharpless D. Green



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LETTERS *from* FAMOUS PEOPLE

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SHARPLESS DOBSON GREEN

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THE GREGG PUBLISHING COMPANY
NEW YORK: CHICAGO: SAN FRANCISCO: BOSTON: LONDON

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PREFACE

SOMETIMES the whole current of our lives may be changed by a single thought expressed by someone whose achievements give his statements authority. This is particularly applicable to young people leaving school to take up their life's work. With this idea in view, the author sent a letter similar to the following to a large number of men and women of prominence in various businesses and professions:

"There are about four hundred young men and young women training for business under my supervision in the Senior High School of this city; will you send me, over your signature, a little message that will be an inspiration to them in their work now and aid them in being better citizens in the business world?

"I shall very greatly appreciate your courtesy in this respect."

The letters presented in this book were written by those big-hearted men and women, who, having made good in their chosen callings, had the interest in the young people of today to write them a message of help and inspiration, so that those about to place their feet on the lower rounds of the ladder typifying success may have a broad, clear view of the finest type of business men and women.

The letters give such an interesting and human analysis of the qualities we must possess to win distinction in business and professional life that the author deemed it a duty to

present them to the public. Accordingly, permission was sought for their publication, and all those whose letters appear in this book have generously given permission to have the letters published. To these I am deeply indebted, as will be those who benefit from having read their views.

One of my first thoughts in connection with the publication of the letters was this: Will not these letters, all dealing with the same subject, be somewhat monotonous? I have applied this test to them and find that on the contrary they are delightfully varied, and give a wealth of ideas that make them most interesting and profitable reading.

These letters are based on experience in life, and are intensely human; they have been written as they would have been "talked"; they carry much of the personality of the writers. The author feels that he is doing a real service in presenting the letters for the benefit not only of the young people just ready to graduate from school, but of all others who are seeking to find the answer to the question, "What can I do to prepare my life for greater service to the world?"

SHARPLESS DOBSON GREEN

Trenton, N. J., May 24.

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LETTERS FROM FAMOUS PEOPLE

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I HAVE made the discovery in my own life, both formerly as a soldier and explorer, and in my present career as a writer, that when all is said and done, the old-fashioned, average, much-ridiculed decencies of life are the main basis for success and for happiness—and by the main decencies I mean chiefly two, rather three: honesty, physical cleanliness, and loyalty. I have simply come to the above conclusion through a hard, hard school of experience, of practice. And, to me at least, the curious fact stands out that the things which I used to consider the illusions of life are really its four-square, eternal, unchangeable basis.

And—one more word:

I am rather an orthodox Moslem. Yet I have always found the greatest truths, the keenest wisdom, and a great deal of beauty in the maxims of Confucius, that ancient and kindly Chinese philosopher.

ACHMED ABDULLAH

SAY to the young men and young women in your department that this message comes from one who has lived his life in the open. This is an age of specialists. One must be a better craftsman than his rival to succeed. Ability counts for more than pull. There may

be short cuts to success, but they are not permanent, nor will they stand a fire assay. Nothing can tarnish gold, and if your boys and girls are properly equipped and grounded on sound fundamentals, they also will stand any acid or fire test of life.

A juvenile book of mine concludes with this paragraph: "The golden age is always with us. If a moral were necessary to adorn this story it would be that no poor boy need despair of his chance in life. The future holds as many prizes as the past. Material nature is prodigal in its bounty, and whether in the grass under our feet, or in harnessing the waterfall, we make or mar our success."

ANDY ADAMS

OK ✓
PUT your whole heart into your work. Enthusiasm is what makes the world go 'round. Optimism and reciprocity are two other mottoes of mine.

I believe that we can go very far up the ladder we build for ourselves, if we determine that we *will*; if we turn each defeat into a surer foothold of experience.

Make yours a worth while goal and *climb* for it.

HARRIET CHALMERS ADAMS

OK ✓
IAM told that many of you are preparing yourselves for business as a profession. Perhaps you will permit me to remind you that the professional attitude means not only greater knowledge, but also a finer feeling toward life and men. And when business shall have developed such a

code of ethics as there is in the profession of medicine, for instance, then many of our industrial, social, and economic difficulties will disappear.

I trust, therefore, that you may learn in your business course not only how to serve society through the manufacture and the exchange of goods, but also how to serve men and women who produce them, who are after all the vast majority of our countrymen.

JANE ADDAMS

AMERICA is in great need of well-trained business men and women. It is of the highest importance that those who engage in the economic life of the nation should do this in a systematic fashion and receive as careful training as do people who enter the professions. What America needs above all in the business world and in every other field of activity is good, honest, clean people. Success in life attained by unworthy means is bad for the nation and poisons the life of the individual.

CYRUS ADLER

I AM in the midst of rehearsals for the new play, and I am snatching a moment to send a line of greeting to you. If there is one thing that I think ought to be emphasized and developed in our young citizens, it is *a sense of assuming and discharging responsibility*. This country develops enough energy and enough cleverness. The sense of undertaking and carrying forward the com-

mon duties and responsibilities is not to my mind proportionately emphasized. I can think of a great deal more to say; but in the last analysis this is the most important.

LOUIS K. ANSPACHER

I MUST apologize to you and your group of students for my long delay in replying to your kind request. The fact is that I have tried again and again to put myself in a frame of mind in which I could evoke what might be called a message for students in their latter 'teens, but I could not seem to achieve the part successfully in my imagination. Some years ago I was a teacher of high school pupils, and my experience then was that I felt myself more closely akin to the students in my classes than to the faculty body to which I officially belonged. In other words, I was always in the attitude of a learner and could never feel myself so "arrived" in respect to knowledge and wisdom that I wanted to be looked upon as a so-called fount of these particular articles. It is true that I had seen more of the world, more of books, more of people than my young friends; but fundamentally we met upon a common ground—that of learning about a very complex but interesting world, and of adjusting ourselves to it. Now I find upon examination that my attitude has not changed very much. If I have anything to say out of my experience to young people it is this: They will never get beyond the need of meeting problems and coping with question marks, or at least one hopes they won't. This is no reason, however, why the question of today and the personal problem of the moment should be evaded or postponed. It is rather the reason why one should handle

one's difficulties and one's enthusiasms in a positive and undallying way, in order that one may be free to handle the next ones which arise. Young people who are preparing to earn their own living are usually familiar with the phrase, "the struggle for existence," to which they give the economic meaning. They do not always realize that there is also a psychological struggle for life which is just as engrossing and which merges always with the other. These two struggles, which we cannot separate, should never be viewed as afflictions in any sense; they are the stuff of life; no one struggles in a graveyard.

In the meantime, those who embrace the struggle of today cheerfully and aggressively will be sure to find another to embrace, if not tomorrow, then the day after tomorrow. That is the best hope I can hold out to friends who are younger than myself. I do not consider it myself an inferior article; I think it rather entitled to be called a shining hope.

I sincerely trust that my delay in replying has not resulted in my finding your students scattered for the year. Please say to them that I deeply appreciate their request, which brings to me stimulus and encouragement.

KATHARINE S. ANTHONY

THE other day I read a most interesting article called, "If I Were Twenty-One." And it set me to thinking of a number of things that have to be settled before one is even as old as that. "What would I do," I found myself asking, "if I were a girl, say, in my teens?"

Of course you expect me to say that I would study harder. Grown-ups always do say that. So—in order not to disappoint you—I will. I would study a great deal harder. But wait a minute. I didn't say what I would study harder, did I? I didn't mean books. No, I didn't. For if it were a question of books, I would first put all my mind on learning how to study. And when I had once learned that, I should find that my book-study was not "harder" but very much easier. Try and see.

But I would put a great deal of study—and good, hard study at that—on *people*, first of all. I would study how to please them, how to help them, how to like them, and have them like me. And most of all, I would study how to live with them comfortably and happily, every day and all day long. For the longer I live, the more fully I believe that one's success in life depends largely upon his ability to understand and to "get along with" his fellow-inhabitants of this planet.

Think over the successful people whom you know, business men and women, teachers or pupils, leaders in any department of life. And if I am not much mistaken, you will find that they know human nature.

Next, I would study myself. For knowing yourself is the first step to finding your own happiness. Oh, not at first, maybe. Sometimes getting acquainted with yourself is a most mortifying experience. But it pays in the long run: pays in wisdom and in happiness, and even in dollars and cents. For, if you don't know yourself and your own tastes and capabilities, how are you going to find out what you are fitted for? In the phraseology of the day, how are you going to "find your job"?

And believe me—not in any slang sense, but in good

plain English—there is nothing which so intimately affects the happiness of your life as the finding of your “job”—that is, your niche in the world, the thing that you were sent into this world to do.

Finding that, you are going to find the thing that will make you inwardly happy and content all your life, no matter what your outside circumstances may be. Failing to find that, you will always have at the bottom of your cup a sediment of dissatisfaction, of unfulfilled desires, or else the waste of many precious years while the square peg wanders from one round hole to another, seeking for the one square resting-place in which it will really fit.

“Blessed is he who has found his work; let him ask no other blessedness. He has a work, a life purpose; he has found it, and will follow it!”—Thomas Carlyle.

WINIFRED ARNOLD

I ONLY wish to heaven I knew how to advise young business aspirants. I am so deficient in all business instinct myself—much less accomplishment—that I barely survive. Only a sort of fatalistic luck protects me.

Far from its being presumptuous on their part to ask me for a message, it would be really presumptuous on my part to send your students anything but the best of good wishes and to acknowledge the compliment they have paid me—which I do in all sincerity.

GERTRUDE ATHERTON

IT has always impressed me that if we could, early in the life of the student, create on his or her part a proper state of mind with reference to study, applicable not only during the period of schooling but also throughout life, the benefits would be inestimable.

Every one is familiar with the type of pupil who regards his studies merely in the light of irksome duty—too little realizing the value of the acquisition of useful knowledge in its relation to the success of the work to be taken up later in life.

Regardless of trade, profession or calling, the fullest degree of education within one's attainment or capacity is an immense advantage. No one ever regretted making the most of his educational opportunities, and, conversely, there are few who neglected to avail of these opportunities who have not lived to regret it.

Today, as always before, the men or women with trained minds are welcome in any calling in life. With the advantage they have at the start, their chances of advancement clearly are superior to those of persons with whom they have contact who are not equally equipped, and the range of their success rests, in general, upon their determination and the intelligent application of their talents and energy.

Abraham Lincoln said, "I shall prepare, and some day my chance may come."

WILLIAM W. ATTERBURY

ALL of us want to be happy, and we are even more anxious to escape unhappiness.

The best way to avoid unhappiness is to refrain from doing wrong things.

As you go through life, you will find that your good actions do not linger in your memory; but it is difficult for you to forget a bad action that you have committed, no matter how trifling it may have been.

Every mean or wrong thing you do will continue to stick out in your memory like a sore thumb—not merely for a while, but throughout your life. You can never get away from it. Every now and then it will pop up in your mind and make you feel disgusted with yourself. It will tend to mar your happiness.

If it were only for the sake of your own future comfort of mind, it would be well worth while to avoid doing what is wrong.

To look at the matter from another point of view, the doing of a mean or wrong thing impairs your respect for yourself. That is surely very unfortunate, for your self-respect is your most valuable possession. You cannot possibly be happy without it. If it be lost, no material success in life will make you really happy.

Another point. How is your character built up? There is only one building material—your actions. Every good action you do makes you a better person; every bad one makes you a worse person. You cannot get away from that. A high character is a most valuable possession. It is quickly recognized by others, and is the best of help to success in the world. Do not spoil your building, then, with bad material.

It has been alleged that the object of existence is the pursuit of happiness. That is, to say the least, a misleading statement. One of its flaws lies in the fact that one cannot “pursue” happiness successfully. Those who chase happiness the hardest never come up with it.

What, then, is the object of existence?

The object of existence is the pursuit of *usefulness*. Anybody who will give serious attention to that pursuit can hardly fail to be happy.

No opportunity to help others is too small to be worth seizing. The littlest chance to do an unselfish thing is not to be neglected, if only because it encourages the habit of unselfishness. A selfish person grows more selfish through the practice of selfishness; the opposite proposition is equally true. We are what our acts make us.

If we say that the object of existence is the pursuit of happiness *for other people*, the statement will be exactly true; and the best proof of its truth appears in the fact that in that way, and only in that way, can anybody obtain real happiness for himself.

RENÉ BACHE

IN the days when I was fitting for college in the high school of my town, there was no such department as you are lucky enough to be trained in today, and I heartily congratulate you in being able to get a thoroughly practical education in a real institution without being obliged to pick up your business methods haphazardly, as people used to in the old days.

May I suggest to you that it is a very good plan in these years, when you have more leisure than you are likely to have again, to remember that although you are training for business life, the business life of today is very broad and growing steadily and steadily more and more cultured; and that the young men and women who have a fair acquaint-

ance with Art and Literature will be infinitely better equipped for the "big jobs" than those who confine themselves simply to bookkeeping, stenography and filing. The greatest difficulty professional people find in employing secretaries and managers is their lack of a larger vocabulary, which can only be gained by fairly wide reading, and those of you who enlarge your field of references today will be able to enjoy a far wider field of influence when you take up your position with whatever business you select.

JOSEPHINE DASKAM BACON

B

THE boy or girl training for commercial work would do well to realize that success requires a broadness of vision and a loftiness of purpose. Business requires as much spiritual and intellectual effort as the ministry, medicine, law, painting, and so on—it requires the same giving of one's self as well as one's trained abilities. If you put into your initial job, however humdrum, the best that you are capable of as an individual, the best that is in that job will be yours and you will be given due credit for it.

In any routine position there is the temptation to "skim along" once "you know the ropes"—"child's play stuff"—and to work only with your hands, your eyes on the time clock and your mind busied with personal thoughts and desires. The person who does this will end as he began—a beginner, paid and valued accordingly. It is the employee who does not begrudge an extra few moments to finish a detail or correct a mistake, who takes an intelligent interest

in his firm's work, that is the employee to receive the consideration due him. You were not intended to be a mere machine—but to master the mechanics of labor in order to use your brain force in developing and unfolding more interesting angles of commerce. You cannot do this unless you give yourself to your work, never indulging in the petty cheating which many business employees have tried to justify. "Oh, that firm makes so much they don't need my poor brain cells," or, "I'll just treat myself to an hour's extra time—I guess that won't wreck the shop"—these are the minute details which may never be discovered by outsiders but which leave their own mark on the person who gives way to them, limiting his ability, crippling his morals. If, as a well known editor once said to me years ago, "your job is merely 'licking postage stamps'—be sure to lick them the best you can!"

NALBRO BARTLEY

THE one thing I've learned in a long life of work is to take my pleasure out of that work—there's mighty little else for us workers.

BLANCHE BATES

I BELIEVE it was Stevenson who said: "Our business in life is not to succeed but to continue to fail in good spirits." You may not think this an inspiring word to send to your students, but it means, as I understand it, that if we have tried our best and can still keep a resolute and cheer-

ful heart, the essential success is achieved, and the material result is comparatively unimportant. The millionaire with a bad temper and a bad conscience may be rated by the world a successful man, but he knows better.

KATHARINE LEE BATES

PERHAPS it might be instructive to your students if I recited briefly the effect of my own school training upon my later activities. I attended public schools until I was fourteen years old, then I was sent to a boarding school where I began studies preparatory to a college course. This was in a small fresh water institution in Florida. I showed no aptitude for any particular line of study and flattered myself that this was a good sign, as I seriously intended entering the law profession, and I figured that a broad, general educational basis would be more valuable than an attempt to specialize along certain lines. I believe I was rather more industrious than some of my fellow students; at any rate, I took considerable extra work, with the result that I finished my preparatory and college courses by the time I was nineteen. Strictly speaking, I did not finish my college course, as I had a fraction of a year's work still to do when I came North and entered a law school in Chicago. Before I had finished my law studies and received my degree, I succumbed to the early Alaskan gold excitement and went to the Klondike, where I remained several years.

As the result of this Alaskan experience, I began writing stories after my return from the North and never realized my ambition to become a lawyer.

From my own experience, it seems to me the greatest benefit a man acquires from a thorough schooling is not what he learns, but in how he learns; in other words, the habit of mental discipline, the ability to think and reason. Since I have been writing, I feel a constant regret that I did not specialize more thoroughly upon subjects that would have been of greater value to me in my later work, and I regret equally the fact that I tried to crowd my studies and did not take more time. If I have any advice to offer, it is, briefly, this: Strive earnestly for a liberal education and a fundamental grasp of the various subjects taught and do not be in haste to get out into the world. Practical experience is bound to come, and no matter how liberal your education, you will regret not having had the privilege of more time at school.

REX BEACH

THE Good Book says, "Your body is the Temple of the Holy Spirit." If that is the case, and I believe it is, you should take mighty good care of that Temple; see that it is clean, strong, and in every way fit for the dwelling place of the Holy Spirit.

A pale, hollow-chested, cigarette sucker, can never hope to reach as high a position in the social, political or business world as the deep-chested, broad-shouldered, ruddy-cheeked vigorous youth who keeps his temple clean so that the light within him can shine and give confidence to everyone he meets. This is true of boy or girl, man or woman. A well-built, fine-appearing temple, that is, physical body, is the place where high ideals, lofty aspirations, may appropriately dwell.

You boys and you girls are now at an age which is more susceptible of great thoughts and great things than is the adult man or woman. It is boys of your age who go over the top, and girls of your age who follow with the Red Cross; it is the age of lofty heroism, the age in which one must cultivate the hand, head and heart.

But while doing this, do not forget to give thanks that you are living in America under a republican form of government; in the land of promise, the land where every foreigner would like to live, the only land which gives you a chance to fulfill your most ambitious hopes. I would rather be an American boy than wear an Emperor's Crown, or even to occupy the Presidential chair in the United States. You boys and girls are to be envied; you have the fate of the world in your hands!

DAN BEARD

I AM very glad if anything I have done has in any way been an inspiration to young people, for it is the young people for whom I write and for whom I work, and I feel a very friendly interest in them as a class. The world holds a wonderful future for them all, I think, in the marvelous age that is opening around us now. I often wish that I might be a child again, that I might see the fulfillment of its promise. The youth of today has a rich heritage in store for it, girls and boys alike. And there are so many paths of choice from which one may choose one's life's direction.

If I were advising any young person, I would say: "Choose sincerely. Choose the work you love best to do and then be true to it; other work might bring you in more money, perhaps, but success is not always measured in dollars. Success

is your own development of your own personal talent given to the world in terms of a sincere desire to make the world in some way a better place for others. You may give your life in any given field of personal endeavor, but you will only be successful in it in measure that you love your chosen work enough to forget the dollars, and remember you are working through your choice to advance in some way, even though it be a small way, the ideals and the lives of others."

When I was a child, I remember reading Mrs. Burnett's "Little Lord Fauntleroy," and one phrase haunted me as I grew up. It seemed in some way to fit my own childhood and my own mother's words to me when "Dearest" said to her little boy, "I want the world to be a better place because my little boy was born." For you all who are beginning life, success is to be measured in these words always! The world must be a better place because you have worked in it—and your heritage is great. I wish you all the most sincere success, the love of your chosen work and the advancement of the world through your knowledge, your skill, your ideals, and your love of your fellow-men.

PATTEN BEARD

HARDLY a day passes but someone asks me the secret of success. I can only say that its essentials are intuition, magnetism, and intelligence. To develop and progress in the theatre or anywhere else, one must have the temperament that will allow no obstacle to stand in the way, that will be daunted by no ill fortune, cast down by no difficulties, and that always sees the goal of success ahead and keeps striving to attain it.

DAVID BELASCO

THERE is no reward that can compare with an instructive knowledge that one has done everything one can do to advance his vocation or avocation; to hear an inward voice of commendation, "Well done, good and faithful servant."

My musical art has been more than a vocation to me; it has been a passion, and no promise of material reward has ever swerved me from my allegiance to my muse.

Definite, purposeful devotion to whatever you undertake is my message and urge to you.

MAX BENDIX

A SUCCESSFUL career in business depends upon the existence of a civilization that is stable, orderly, and rich enough to do business in. At present our western civilization is neither stable, orderly, nor rich, and is menaced by a descent to the same general level of slum living and thinking that it reached after the collapse of the Roman Empire. It is quite possible that the gradual decline of civilization may bring our whole industrial system down in disorder, even as the engines of a sinking ship, plunging stern foremost to the deeps, tear loose and fall crashing through the vessel.

Young Americans interested in commerce should realize the danger, and know that if they give themselves too narrowly to business, the catastrophe will overtake them. Let them remember to give the world part of their time, to take an interest in great causes and great events; let them remember that in spite of anything intellectual mountebanks may

say, the maintenance of world order and peace is a task calling for more energy, labor, good will, and the spirit of coöperation than did the war. Let them remember that world order must rise from nations economically and spiritually able to keep order within their own borders, and not from any vaguely benevolent international scheme. Work, word hard, work generously, work for this our dear country, and through her for a better order among the nations.

HENRY B. BESTON

“**B**USINESS” should be the one great word before us. It is the only thing that makes life worth while, for without the business method, nothing worth while could be accomplished in the King’s business. We train in business methods, and you are training the youth of our nation for the business of better living. In the King’s business we learn to be better citizens, and we find better success in our business undertakings of the work of the world. It is all a matter of education whether we succeed or not. There is very little luck to success. We must be worth while or we cannot hold success, even if we achieve it. You are showing the way to the greatest things to be attained. My prayers are for your continued splendid success, of which I hear so very much, and may I say this to your dear young people: My heart is with them, and I pray that they may always have that sunshine in their hearts which comes through perfect service.

A. J. DREXEL BIDDLE

YOUR request for a letter of inspiration that you may communicate to your students is interesting, and I consider it a privilege to reply.

Tell them, please, that in the course of my business career I have had the training of many assistants, and have had unusual chances of observation. During this period I have found that

10 per cent. have been good

10 per cent. have been bad

80 per cent. have been "indifferent"

The bad 10 per cent. "ate their own heads off," so to speak. The good 10 per cent. held their positions and advanced when opportunity offered. The 80 per cent. were literally "indifferent," and kept their positions only until better workers were found.

One brainy young assistant in whom I took a great interest, who was almost more than satisfactory mentally, was so personally untidy that I had to remonstrate with her at various times, and finally to send her away as the office complained of her. She was a most attractive girl, but her desire to wear untidy afternoon gowns instead of a simple business dress, and her lack of neatness in hair-dressing, cost her a good position. She thought she knew best.

I have had a young man assistant who spent his days writing poetry instead of attending to his duties, doing just enough to "skin through" and draw his weekly stipend. The stipend was omitted very quickly, and he was able to devote all of his time to poetry!

The word I would like to impress upon students is "selflessness." Forget self in the service of others. If you are

continually thinking about the amount of your salary, you cannot think properly of the service you give for that salary. If you accept a position, put your heart and soul into the work and do your level best at it every day. Know that if you give just measure in the right way, just measure will be meted out to you. Remember that today is yours to make the very best day's showing that has ever been made. Yesterday belongs to God and is no longer your business; you must not regret anything that happened yesterday; accept it if it contained a lesson and benefit by it today. Tomorrow also belongs to God; our business is so to prepare ourselves *today* that on the morrow we can say: "I have done the very best I knew; I will continue to do my best, with God's help." God's help does not mean that we are to sit still and wait. The Bible says "Unto him that hath shall be given." I never understood that when I was young; I thought it sort of mysterious and seemingly unjust. Let us get its true meaning. It means this: that unto him who has the right attitude toward life, the right constructive thought, the right faith in God, shall be given all things; for the laws of the spiritual world—which governs the physical world—are such that one must work in accord with them in order to see the beauties of the world and partake of them. "To him that hath not" this understanding of these wonderful laws by which this wonderful justice is meted out, "shall be taken away even that which he hath."

You see it is a case of going with the stream. If you go with the great spiritual laws of the universe, you will gain everything; if you fight those laws and go against the stream, it will wear you out and you will lose what you have. I am not speaking of goods and chattels alone, but of those greater qualities of the soul and the mind which attract to

us an abundance of all things desirable. One word more: *we* do not know what is desirable for us. We often *think* we do, but if we were wise we would pray "Lead me, O Lord, in *Thy* righteousness; make *Thy* way plain before my face." Then we would cease our conflicting desires and just rest content, *sure* that if we keep quiet and still, that we will be directed aright.

Selflessness means losing one's self not only in the service for others, but in the great Self of God. They are really both the same. It means dropping personality out of our lives to a great extent and just living the best we can for God and the world. Above all, do not let us forget to take God into our business life, for there He is needed more than in any place, for it is in business that we spend most of our waking time. Keep Him in our hearts. Some of us think God is all right on Sunday but a little too pious for everyday. That's where a big mistake is made. We must enshrine God in our hearts as a loving, helpful, omnipotent, omniscient, omnipresent Father, always at hand to help in the smallest and the greatest detail of life. We must create a Kingdom of God within ourselves, a beautiful spot that is worthy of the idea of the Most Highest as expressed by any creed.

If I have a difficult situation to meet, what do you suppose I do? I get myself perfectly quiet by repeating "The peace of God fills my being." Then I ask for guidance as I told you: "Lead me, O Lord, in *Thy* righteousness (rightness, this means). Make *Thy* way plain before my face." But in doing this I make up my mind that His way is best, even if it is exactly opposite to what I thought I desired. And it *always* is best. Then I just rest content that at the right time I shall do the right thing—and I do!

I have asked for inspiration to write this message to you, and I am sure that it will carry help to someone who needs it or will need it some day.

If you will carry this spiritual element into your daily lives, wherever you may be, with calmness and fearlessness, you will always keep your faces toward the sunshine and the shadows will fall behind.

KATHARINE N. BIRDSALL

AMERICA needs men and women of high character and endeavor. Such men and women, *thoroughly* trained, are a wonderfully big asset not alone to our business world but to the American nation. They "carry on" the attitude she has always maintained toward truth and right. When I say *thoroughness* I mean painstaking attention to detail, accuracy, observation and a careful grounding in the theory of your work. Add to this a fine spirit of co-operation and courtesy in your daily contact with your fellow-beings. It is the little things that matter.

Be thorough. The opportunities in your life ahead and in the business world in particular will depend entirely upon your ability to do better than the average person the daily tasks required of you. Sometimes you may find these ordinary and routine, and at times you may consider them boring. To the ambitious person, not afraid of work, however, they are but incidents and easily conquered.

Be willing. "Let cheerfulness abound with industry." I cannot emphasize too strongly the importance of willingness. I remember in my childhood my father teaching me

to do with my might what my hand found to do. Millions of people are ready to do only what they are paid for, and they live for their pay days. Success comes to those who are able and anxious to do more than they are paid to do. Aim high, and though the end of a day may find you weary, may it find you "content and undishonored."

HIRAM BINGHAM

THE greatest forces in business, as in art and in life, are character, energy and imagination. The greatest of these is character. The most frequently misunderstood is imagination. A business man without imagination is worse off than an artist without imagination. An artist without imagination can imitate other art. A business man without imagination can't in the same way imitate other business. A sale or a contract can't be imitated. It must be made. Because serving, hiring and selling are all the coming together of minds, imagination for other minds is an immensely important gift and its development is an imperative necessity to either spiritual or material success. Most failures are at some point failures of imagination. To be able to imagine the mind of the man we work for, the man we hire, the man we teach, the man by whom we are taught, the man we sell to or buy from; above all, to be able to imagine the minds of average people in the world, is to start on any undertaking with less chance of disappointment and greater chance of winning than can come to us by any other trait or fortune. A good bargain is a good bridge, permitting fair traffic both ways. Unimaginative business effort is

often like a bridge built on end, and quite useless. To understand what others need, collectively and individually, is the beginning of certainty as to what they will accept, either as to ideas or as to things. This is to say that all problems are really human problems, and to the faculty, natural or cultivated, for imagining humanity must go the rewards.

ALEXANDER BLACK

YOUNG people today are fortunate in their opportunities and in the responsibilities which follow upon them. They belong to a generation which has a great role to play in world history, and when it is written, I am sure the work of the Trenton High School will not escape recognition.

STEPHEN BONSAI

I HAVE been much interested in young people, through having two boys of my own, and through my connection with public schools, Sunday schools, and the employment of boys and girls in our library.

First: My experience teaches me that accuracy—absolute accuracy—is the chief road to responsibility. Each time a boy is careless he delays the day when an employer will trust him with responsibility. Very few boys and girls know what accuracy is.

Second: The easiest way to get on is to do more than one is paid to do. Watching the clock is the curse of our generation.

Third: Interest in church and town, with the making of friends, is usually the best way to win the attention and interest of older people.

CHARLES K. BOLTON

I RECALL an incident in connection with a New England farmer who had put all his combativeness into a farm in Massachusetts, and had succeeded in making it one of the best. A friend once said to him, "I should think that with your love of farming, you would like to have a more productive soil, in some Western state, for instance."

"I should hate farming in the West," he said at once, vigorously. "I should hate to put my spade into ground where it did not hit against a rock."

After all, difficulty is the great school of life, and one who has perseveringly gone through that school has invariably found a truer, sturdier, nobler character. How much better could we face that school if we but remembered its object, not to turn out indolent, self-indulgent, and crippled in character, but strong, patient, courageous spirits, who are a strength and a blessing to those around.

Do not, therefore, try to save yourself from difficult task or some duty that may involve a struggle. The very ignoring of the task may mean the weakening of your faith and courage, whereas the facing of the same with fortitude and unswerving resolution may mean the strengthening and purifying of your character. We must learn to "endure

hardness," if we would prove good soldiers. Alas, how many splendid missions are abandoned—the mission of the pen, of the voice, of music, of art—simply because it presented some difficulty which appeared too great to scale, too hard and too wearisome to face! We forget the triumph of its accomplishment, and turn our eye to the steepness of the road which leads to the goal. The prize is lost for the want of the effort in the race. Oh, that such who give up, or who are tempted to abandon the trial on account of its hardness, could remember that in that very difficulty, or trial, or sacrifice, would be the building up of the character. Witness the one who has only had a soft-easy-going, luxurious life, free from study or toil, from crosses or losses and see how undeveloped are the manly or womanly elements and those principles which make up the true, noble, and unselfish spirit. But referring to the Christian's career, how true it is that the grace, love and power of God as a rule are most developed in the one who has learned to endure hardness.

BALLINGTON BOOTH

THE names of great men are invariably associated in our minds with the work they did. They are lifted up above their fellows in the estimation of all because of what they accomplished for the betterment of the world.

Service is therefore the true standard of greatness. You may not all be equally free to choose the work you would like to do, but you are all equally free to choose the

spirit that shall mark your work, and the diligence and sense of responsibility to God with which you shall perform it. Something of your own character will enter into everything you do, and independent of circumstances will carry you on to the place that God wants you to fill.

EVANGELINE BOOTH

FIRST—surely I should wish for you that you may have the right pilot aboard. I believe most firmly that every human life should be in God's hands, to be guided and commanded by Him. There are many shoals and rocks, many narrow channels ahead in the uncharted future.

I have found that faith in Divine Love and belief in prayer's efficacy, with a consistent obedience to the voice of conscience, are of all importance in a business career. A business man or woman needs a good, earnest Christian character as much as does any minister of the gospel.

Successful application of lessons learned—good hard work and earnest ambition—insure success, but what is it we seek? What is the best in life? Money made, position established, the world's recognition of one's efforts? These things are good, but if you ask me what I prize most in life as I look back on my years of public service, I think I should say, the friendships I have made.

My advice is this—in your business life, as well as your home and social career—esteem most and hold most precious the priceless gift of *friendship*.

By kindly word, by unselfish deed, by thoughtful service and sincere dealing, seek to make, and cultivate, and hold, every friendship that comes your way, and your lives will be rich indeed.

MAUD B. BOOTH

I ENVY those who are soon to assume the obligations and enter upon the discharge of duties of citizens. Never were there so many worthy things to do, and never higher and nobler rewards for those who shall do them well. The whole world is calling for ability and character in both private and public service, and for devotion in a brave and unselfish way to things which shall make for human happiness.

WILLIAM E. BORAH

IF I had the pleasure of knowing you all personally, and having what is known in the business world as "contact" with your individual tastes and personalities, I could probably write a letter containing more matter of interest to you.

The advice of a man not in business "per se," but in the so-called artistic realm, may be slightly at variance with that given by one who is an actual business man. However, the fields of art and business are closely allied, and one cannot exist without the other.

As I see it, the most common mistake made by business people is the overlooking of the beautiful side of life. The

man or woman who thinks, lives, eats and dreams figures, deals, percentages and the gentle art of "putting it over the other fellow," and has no time or inclination for the artistic and instructive things that make for the clearer perception of life, will find that he or she, pulling up suddenly at middle age, experiences a distinct sense of loss; a timidity about encountering things that have always been put off until some future time.

Such people are very likely to be practically strangers to their children; and must realize that they have spent so many years in the making of their "pile" that when they feel the belated necessity of reading good books, hearing good music and entering the sphere of higher, broader and more beautiful communion with their fellows, they are nothing more than fearful intruders.

The person who can dismiss business when possible, at the end of the working day, and spend the evening at a good play, a fine concert, or at home with a good author, loses nothing from his daily work; but gains a poise of mind and body which gives him more of the love of humanity, more respect for his fellows, more understanding of his children, more tolerance toward his rivals or competitors, and keeps him "fit" to enjoy to the full all the wonderful things in life; especially when, by dint of hard work, he has come to the point where he can "take it a little easy."

Application, persistence, and concentration are the cardinal virtues in business; but relaxation and self-instruction in the more ennobling things are just as vital to a well-rounded life.

Emerson says the world exists for the education of each man. The average hot-blooded young business man or woman plunges headlong into a frenzy of work—brings home

a bag full of it every evening. Sometimes that may be necessary, but not often. Hours spent in the instruction of the mind and soul in the beautiful and broadening things of life not only are never wasted, but add to the capacity for tackling work afresh. Do not begrudge the time you take to hear fine music, look at lovely paintings or read a really excellent book.

If you are blest with "kiddies," get close to them; children are fresh from God. Then when you are all older they will not think of you as merely a bank, to go to when they want money, but as a beloved, understanding human being.

You have heard or read all this before, but you cannot read or hear it too often. "Get understanding."

My sincerest wish to you all is, that you will succeed in your chosen life work, and that you will also take time to stop and pick life's beautiful flowers, the worth-while things.

ROBERT HOOD BOWERS

BEING somewhat of a student of business conditions throughout the country—because the theatrical business is greatly affected by such conditions—I should like to say to your student body just this, and I hope it will help them some.

I meet, during my yearly trips to the principal cities of the United States, a great many men of large business interests. When the subject under discussion turns to the young lady or gentleman just starting a business career, I've heard this so many times: "I'm always on the watch for ability among my employees."

"But most of the young fellows are merely bluffing when they say they are anxious to get along in the business world; what they really mean is that they are willing to be promoted if the promotion can be effected without serious effort on their part. They are not enough in earnest."

I've heard this often from business men, and it may help the boys and girls.

DONALD BRIAN

I RECOMMEND the following extract from a letter which Theodore Roosevelt wrote to his son "Ted," when the latter was a freshman at Harvard. It contains good advice on the relative merits of popularity and good judgment.

"Exercise your own best judgment and form some idea of what the really best fellows in the class think on the subject. Do not make the mistake of thinking that the men who are merely undeveloped are really the best fellows, no matter how pleasant and agreeable they are or how popular. Popularity is a good thing, but it is not something for which to sacrifice studies or athletics or good standing in any way; and sometimes to seek it overmuch is to lose it. I do not mean this as applying to you, but as applying to certain men who still have a great vogue at first in the class, and of whom you will naturally tend to think pretty well.

"In all these things I can only advise you in a very general way. You are on the ground. You know the men and the general college sentiment. You have gone in with the serious purpose of doing decently and honorably; of

standing well in your studies; of showing that in athletics you mean business up to the extent of your capacity, and of getting the respect and liking of your classmates so far as they can be legitimately obtained."

ROBERT BRIDGES

("Droch")

HARD work ceases to be hard work when one loves it. One must work for the love of it to succeed in it. To make a success in any profession one must work and work constantly in both mind and body, but chiefly the mind.

The importance of keeping one's profession or aim constantly in the mind cannot be too strongly emphasized. The path is long and straight and narrow, with no side-paths. Early preparation in school will save many a rocky road in later years.

Take the short cut now instead of looking for one later on. Be sure that you can do anything that anyone else can do. Realize that if you don't do it, somebody else will and nobody will mourn your elimination from the contest. It is just like any other contest—winners and losers. You have just as good a chance to be a winner as anyone else.

Make your choice now. There is just as much, and more, opportunity today. One may as well be a success at twenty-five as at fifty. The early training and concentration of the mind does the work.

CLARE A. BRIGGS

I FEEL rather hesitant about giving advice to young people these days, for this is the Age of the Young. Young men and young women forge ahead more quickly, it seems to me, than was possible a generation or two ago, and I believe it is due largely to the fact that they leave school much better equipped for earning a living than did their fathers and grandfathers. Young men and women who have the opportunity to acquire a modern business training at public school possess a great advantage over those of a generation ago. If they realize this and apply themselves, when they go out into the world, they may be saved two or three years of the apprenticeship, or of the blundering about from job to job that so many young men and women have had to experience.

Undoubtedly students have all had economy preached at them at home and in textbooks. It is important. But while saving is an important means to success, it is not all. The man who merely saves is apt to earn a title which is among the most despicable we know. One should save money, but one must also learn how to spend it—in other words, how to make a dollar do its full share of work.

Business these days is done largely on confidence, which is strongly allied with credit. It is important to establish credit. One should begin by earning a reputation for honesty and for faithfully carrying out orders. It is only by learning to serve faithfully that one may learn how to command. Loyalty, in the estimation of an employer, goes hand-in-hand with efficiency. No matter how efficient a man or a woman may be, he is of little practical value to the organization he is supposed to serve unless he is absolutely loyal. As an aid to the establishment of business credit, I believe every young man and woman ought to start a bank account just as soon as he or she can amass the sum required. A man or woman

who can sign checks that will be cashed at the bank possesses a real advantage over one who has to pay in actual dollars and cents every time he makes a purchase.

A thorough knowledge of salesmanship I believe is absolutely essential to success in almost any occupation. One should know not only how to sell something, but how to sell himself—that is to say, his services. First he should be sure that his services would be valuable to someone, and then he should know how and where to sell them. Another essential thing in business is a good “front,” but it should be remembered that no one can do business for any length of time on a prominent but empty chest. Another important factor in business is a wide circle of acquaintances. It is absolutely necessary to make acquaintances; it is better to make as many friends as possible. The majority of good positions are not obtained by mere application. Employers want to know the full history of those seeking positions of trust, and it is often of great value if such can be vouched for by some one known to the employer personally or by reputation.

For the majority of us there is still no short, easy road to success. No one can hope to escape his share of the world's work if he wants the esteem of his fellow-men. At the same time, there are more routes to success and more opportunities than ever before and a good equipment is an invaluable thing. Often a lot depends in “starting right.” I firmly believe that any young man or woman with a good business training who adheres to the principles I have outlined—which I may confess are not altogether original—cannot fail to be successful in a business career.

JOHN McE. BOWMAN

THERE is no new way to success. Man does not change much from generation to generation. Industry is indispensable to achievement, but is of little value unless it is intelligently directed. Man needs to have mental training that he may wisely use his time and energy. But even intelligence is not sufficient, for the mind is merely a mental machine. It has no morals; it obeys its master as faithfully when he plots a murder as when he plans for service to society.

Man needs something more than intelligence and industry. He needs a spiritual vision of life that he may understand how so to employ his powers of both body and mind as to make the largest contribution to society and thus entitle himself to draw largely from the common store.

WILLIAM J. BRYAN

I AM forty-three years old and in the rapid march of events as they are now coming out of the flux that has followed the war, I sometimes wonder if I have not already been relegated to the sad company of the has-beens, which makes me feel modest to a point of humility. In my own line of work I hear new doctrines preached which I can't join in preaching—the exaltation of a type of realism which to my antediluvian mind spells sordidism and so, just at a time when I had begun to think of myself as a youngster who might do good work when he grew up, I find myself a survivor of an old regime. *That* makes one timid about offering advice.

Seriously, though, I have never had experience in the

world of business, and it is notorious that authors are wretched business men. I say that without the least sympathy for the fallacy that any art is promoted by the so-called "artistic temperament" that goes along with irresponsibility. I only mean that my work since I left school (not having had the pleasure of a university experience except in the sense of going through a university law department) has been that of an art student, a law-student, a newspaper man for ten years and, since then, a writer of fiction. None of these things has given me equipment to speak of business preparation with any authoritative voice, and yet I fancy that the fundamental essentials are much the same in all work.

What the man needs is seriousness and earnestness, but freed from the unpleasant vice of priggishness and self-righteousness. A smear of the "holier-than-thou" attitude will sour a very fine devotion to principle, it seems to me, and devotion to principle is too fine to be marred.

The nice balancing of work and play seems to me important and the doing of each hard. I sometimes think that a good spirit of sportsmanship is about the nearest substitute we have to the old idea of chivalry—the conviction that good losing is better than bad winning, and that the game is more vital than the result or the score. But perhaps that has the very sound of preachiness I have been inveighing against, and, as I said before, who am I to advise anyone?

One thing I can say, since it is personal experience. I would give a great deal to have had an early and thorough basing in sound business knowledge, and I congratulate students who start out with that equipment.

CHARLES NEVILLE BUCK

I CAN only say to your pupils that, first, as this is the age of the specialist, pick out the work you like best, then work at it so hard and constantly that you can't help but advance in it.

The more one knows about one's subject, the better one can work at it, so one can never stop studying about it. Also, general education—that is, knowledge of all kinds—helps in almost any kind of work. I'll even go farther and say, I believe it helps in *every* kind of work.

I am acquainted with many men who are very high up in the arts, music, literature, painting and sculpture, and I know they are all of them trying to learn more all the time. They always have open minds.

One other thing: They observe no *working hour limits*.

They do not believe in the idea of working as *little* as they can, but they work just as *much* as they can.

CHARLES LIVINGSTON BULL

THINKING of you preparing to take your places in the world rolls back the years to the days when I was finishing high school and making ready to go out into the world. My very warm sympathy goes out to those among you who have no definite choice of life work; to those among you who have not yet found yourselves. I know the sinking feeling at heart, which even ambition cannot wholly overcome. It is to you especially that I would send a word of cheer and encouragement. Sooner or later you will find yourselves. Sooner or later you will know beyond doubt the line of work for which you are fitted and in which

you can attain the greatest measure of success. When that knowledge comes to you let nothing prevent you from taking up that special line of work even though you must start again at the bottom.

I was myself over twenty years of age before I found the thing for which I was fitted. The knowledge came to me suddenly but convincingly. I dropped the work in which I was engaged and took a job at \$5.00 a week with a publishing house, a job which combined the duties of an office boy and janitor. Truly it was at the foot of the ladder, but it was my ladder and I knew it. Of drudgery there was plenty, but in that drudgery was happiness, for my feet were on the ladder and at the top was room. It took many years to climb there, but they were years of happiness. Happiness is not measured in dollars and cents. It is measured by the joy of doing that which you can do best.

There is not one among you who cannot attain success, and success in life is that thing which is to be desired above all else. But do not confuse it with fame and power and notoriety. Fame or power may come with success, but they never are success. Some of the most successful people I have ever known have never been known outside their very limited environments. They are those who have made the most of their opportunities and have done those things which were given them to do to the best of their abilities. To my mind they have more truly attained success than many a man whose name is famous.

Find your ladder, each of you. Then fix your eyes on the round above. Never for an instant doubt that you can attain the top, but remember always that it is to be attained only a round at a time. For some of you the climb may be long and hard, but always the top is there and always there is

a round just above you within reach. It is not well or in good taste to talk of self. Nevertheless, I want to tell you that I was nearly forty years old before I knew that success which is falsely measured in dollars and cents and in the recognition of fellow-men. You see I was a long time climbing the ladder. But at no time during those years did I feel that the climb was not worth the effort.

If there is one thought in particular that I would leave with you it is this: Never doubt yourself. If a task is given you which seems beyond you in ability to accomplish, never refuse it. At least attempt it. Be content with nothing less than the demonstrated truth that you cannot do it. There is no disgrace in failure when you have tried your best. The disgrace lies in failure to make the attempt. It is the one who is ready to accept responsibility who climbs highest.

I am afraid that this sounds very much like a preachment. Please do not take it as such. I know you hate preachments. So do I. This isn't a preachment at all. It is just an effort to give a helping hand up the ladder. It will be bully of you if you will see it in that way and not think of me as a preacher. Don't forget that there is a lot more fun in climbing than in hanging onto the top when you get there.

THORNTON W. BURGESS

THE world, blood soaked and wet with tears, is coming out of chaos into the light. America, because of its industries and finance, must lead the way.

Consequently, the privilege of becoming a part of the business world of America within the next few years is one that should not be held lightly.

Never before was a get-together spirit so badly needed, nor competent executives in such demand. We have had Bolshevism on both sides—capital and labor. Now we are forgetting our grievances in common good.

We must realize that there is one thing that is greater than our personal independence. It is our mutual dependence—the dependence of each and every one of us upon our fellow-men. It is today the higher law of business.

The world is looking forward with high hope to the business man and woman of tomorrow. In their hands lie the destiny of the world—and they shall not fail.

BILLIE BURKE

YOUNG men and young women alive to the paramount necessity and advantage of education are to be congratulated. Almost every failure, almost every crime, come from the lack of it. We have to pay for everything worth while and many sacrifices of interests along the line of amusement may be necessary in order to keep the brain clear in those precious, swiftly-flying years of study; but a fine mental equipment is the reward.

CLARA LOUISE BURNHAM

THE tradition is that poets are notoriously unbusiness-like. And yet, after all, a poem is very really a business, and business may be as truly a poem. We are all workers together, giving our best effort to the world along the lines we have chosen, each of us translating into

action our developing vision of life's meaning and beauty. The greater a machine, the more varied parts are needed for it—and we, brothers and sisters all in our different callings, are parts of God's world, trusted with the working out of His eternal purpose for good.

AMELIA JOSEPHINE BURR

YOUR request to a certain extent limits my reply. You ask for interest to aid your pupils "in being better citizens," and thereby I distinguish it from asking the usual formula for "Success." I have little use for such preaching, for it usually means the acquisition of money. The great evil of American methods is that undue stress is laid upon money and money making. As a whole, the American people hold the Almighty dollar so closely before their eyes that they see little else, and there is danger that the talons of the eagle on the dollar may scratch out their eyes.

For it is true that to every young man is given the chance to do what he will with his life. If he devotes his time, energies, every waking thought to money, then he will most certainly obtain much money, but he may have to pay the price under the law of compensation. He cannot go through life doing good, using his means freely to relieve the sorrows and lift the burdens of the poor, the weak and suffering, and at the same time accumulate the largest possible pile of gold. He cannot give his entire time to dreaming, to sports, or to idleness and at the same time become a great scholar, a wise administrator, or a rich man.

He who marries young thereby "gives hostages to fortune," dividing his cares and sorrows, but doubling his joys. He cannot thereafter save all his earnings for himself to pile up into golden heaps. A family means constant expense, ceaseless demands for the children for food, clothing and education, but the compensations are in geometrical progression as the years pass to age, and these children become staffs of strength, affection and happiness.

So he who would become rich can surely do so by denying himself all luxuries and concentrating on the single thought of gold. So he who would travel will surely find opportunity opening before him. He who studies Spanish to prepare for ardently desired journeys to Mexico, or South America will most certainly listen some day to a call that will fulfil his dreams, for the world needs and sooner or later will call for the man who has especially fitted himself to do some particular thing better than anyone else. He who loves the sea will surely sail upon it. If a young man wants to be a carpenter, then let him study the art from every side, not be content with merely using a saw and a hammer. The masons who wrought the stones with such exceeding nicety in erecting the glorious cathedrals of Europe were subject to long apprenticeship, and the secrets of their trade were jealously guarded. To become a Master Mason meant not only years of practice, but travel and study as well. A Master Carpenter once explained to me the detailed uses, or secrets, of the square, talking for an hour or more. He loved his work—is it any wonder that he was always chosen to plan the difficult intersections on a broken gabled roof, with turrets and towers and chimney disrupting the even design?

A story is told by a clubman, of idly looking out the windows on the passing throng.

He saw an electric car go by, with an old motorman very evidently instructing a green hand. Two hours later he saw the car pass entirely under the control of the now fully equipped new motorman. So he thought to himself, no wonder a motorman's wages are low, when it only requires a few hours to teach him his trade.

The clubman went on to say that at the same time there returned to New York a young man who had used up a small fortune of some \$20,000 in taking a general college course, then graduating from a medical college, then spending a long time in the hospitals, finally going abroad and studying a particular subject in foreign hospitals, until at thirty years of age he returned with his money used up, but also an acknowledged master in that branch of surgery, to step at once into an income of more than \$100,000 a year. The contrast between the motorman and doctor tells its own story.

Many, many times during my life I have known of corporations calling for, hunting for, trying in every way to find men of some special ability.

Once it was a young fellow to head an exploring party in Alaska, a three years' job, and a young surveyor working for the Transit Commission was chosen.

Another time it was a smelter expert who was wanted; many times an expert on mines; several times a mechanical engineer was called for; once an expert driller was sent into the high Andes of Peru. Although I am a lawyer, I have frequently submitted important papers to acknowledged experts in various branches of the law, such as real estate, wills, trusts, corporation taxes, laws of foreign countries, etc. The difficulty has always been to find a man good enough or enough of an expert in the particular subject. John Hays Hammond is said to have earned a princely fee

by sending a laconic telegram to his employers after examining a native silver mine from which over \$6,000,000 had been taken from a single orebody, (\$7,000,000 being the price asked). The telegram read substantially, "The room has four walls," meaning that the orebody which was of cubical shape had been gouged out until what there was left was only what was in sight. Hammond's fee, large as it was, was small in comparison with the possible loss his skill and judgment saved his employers, for the years proved his opinion correct, less than \$1,000,000 being taken out.

But I fear I have devoted too much time on money making, for that is outside the question.

To become "a better citizen" means far more than merely growing rich. It means study, reading, a reasonable amount of recreation; it means vacations, books, pictures, home and family, interest in local affairs, in lodge and church and town government; it means a composite ideal embracing many things.

The average hard-working man, toiling at his trade or profession for his family, better represents the State than the extremely rich man. There is grave danger in the example of many narrow, bigoted autocrats. They are money machines—nothing more. One Burbank is worth a dozen of such men.

To become a good citizen means qualities of character rather than size of bank balance. Character distinguishes the citizen, and is always recognized in a community by the respect given its possessor. Many of the finest people I have known have been those who were not rich (except in high qualities); never held public office; were never in the public eye. But their lives were benedictions. As one, years ago, said of Dr. Durant, a former President of the

College of California, it was a benediction to hear him say "Good-morning." Honesty, integrity, one's promise as one's bond, cleanliness in thought and life, reverence for God and devotion to his country and the flag, these are the essential things that spell success, the real success that alone is worth anything in life.

Undivided attention to one's business, whatever it may be, spells business success; devotion to ideals means true life success.

Luck may play some part in life, but I have always noticed that those who were "lucky" enough to find great treasure were very apt to have prepared themselves by long hard work not to overlook trifles, and were on the spot at the right time. I know many men who are envied for great "luck," but it was merely that they eliminated "luck" in making their plans, by taking that infinite pains in details that is called genius.

On a California hillside, high above the Sacramento valley, runs the road to Placerville. On a shoulder of the hill was a great boulder, having a natural bench or seat, where probably all of the hundreds of thousands of eager gold seekers, hurrying to the mines, invariably stopped to rest a moment, and view for the last time the superb panorama spread before them, for the trail turned at that point up a cañon to climb into the recesses of the mountains. So many uncounted thousands had used this seat that it was worn quite smooth.

One day a young Swede sitting on this bench, idly tapped away at the boulder with his small geologic hammer, and disclosed gold quartz. He took over \$60,000 from that one boulder. Was that "luck," or was he merely testing as he went along, *every* rock he saw? What was the source of

the prevision that induced him to carry such a hammer? There are many stories of miners (some I have known) abandoning their mines, leaving the last round of cartridges unexploded at the end of a long drift, to learn later that one more blast would have disclosed the glittering wealth they were seeking.

The steel shoes of more than one mule have torn away the capping from a rich vein by the roadside; a fall of rock in a tunnel, ominous of disaster, has many times released a hidden treasure; a slender vein of gold ore has turned to a vast orebody of copper as a tunnel passed beyond the narrow seam, and changed despair to exultation. The little silver mine at Butte changed with depth to the tremendous riches of copper in the Anaconda; the old Franklin mine at Houghton exhausted its resources searching vainly for the continuation of the Quincy orebody, and lost its property; yet the ore was there, only a little farther on, as was later shown.

Not so much strength as courage; not so much brilliance of intellect as dogged persistence; not so much daring in great deeds as the quiet heroism of long continued self-sacrifice for others; these, with honesty of purpose and of action, are what count for true success, for good citizenship, for true manhood, for peace and honor in the home, for affection in the family, for enduring remembrance. All else is dross.

Today the Anaconda, Calumet & Hecla, and the Utah Copper mines are all re-treating the "sands" of early years (the waste which was thrown aside after securing all the copper then obtainable), because new processes discovered within less than fifteen years make it profitable.

One young chemist of my acquaintance, many years ago, specialized in sugar, discovering a new improved method of polarization that made him independent at once. As professor in a great university, he dreams of further benefits to give the world.

In every branch of human endeavor there are today countless openings leading to fame and fortune. As in my own short life I have seen the development of the telephone, the electric light, wireless telegraphy, radio telephone, aeroplanes, automobiles, smokeless powder, submarines, cyanide process, long range cannon, aniline dyes, Harvey steel, nitrogen from the air, and many other world achievements, so I have seen the difficult aluminum made easily by stirring with an electric stick when the ore itself formed the crucible in which it was placed. I have known a good friend, a young graduate of the University of California, to elaborate a new method of treating the ore at the Homestake (a great low grade gold mine) within two years after graduation that brought him a fortune, and opportunity to help his fellowmen.

A few years ago, before the World War involved the United States so deeply, a fellow member of the Chile Club asked me to visit his home in order to talk to his son, who wanted to leave the high school and go to work—of course, to earn money for himself. My dissuading words made no impression, however, and the boy went to work. Then came the war. The boy enlisted in the navy, and went off to sea.

A year later he wrote his father that he had seen a great light; that he had learned from his experience and from his mates that to do good work, useful knowledge acquired through hard work is necessary, and the proper tools are highly important. So he wrote that he found himself poorly

prepared, with insufficient training, and he begged to be allowed to go to school whenever he came home.

In due time he came home, eager hearted, ambitious, anxious to learn. He went back to school, later went to night school. When he went to work, it was not to get big pay, but he started in a woolen mill at the extreme bottom, with little pay. He was so ambitious that his employers devoted him to the study of wool as used in the mills, moving him from place to place until a year ago he was sent to England to study wool on the sheep's back—at his own expense.

He is today with a large wool handling house, standing on his own feet, with a generous salary, a percentage of sales, and all the future fair before him, for he has work to do that he enjoys doing.

A friend running a large corporation left him by his father—married, with five children, the grandson of two old-fashioned, very efficient country doctors—at thirty-five sold out his business, and entered a medical school—his life's great dream. Today he is a practising physician, not only a success, but he is rapidly becoming famous in his special line, and has a marvelous opportunity for doing good.

A reference in Exodus to the pitch that bothered Abraham recently sent an oil man hurrying to open great oil wells in Palestine.

An engineer friend read in a magazine a casual reference by an explorer to evidences of a certain ore in a distant land. An expedition to the spot opened vast ore bodies beyond anything of the kind ever known. A casual reference to a huge hill of an exceedingly refractory ore on which fortunes had been vainly spent, because the ore would not smelt and was in a desert without water, led a student

relative successfully to develop, under a new process, the largest and richest copper mine in the world—a great help to the Allies in the World War, and the source of countless benefactions.

I believe that we are only on the threshold of opportunity, that more discoveries of value will be made in the immediate future than have been made in the recent past; that in chemistry alone are sufficient alluring problems, enough possible discoveries, to transform our fair America; that there are discoveries that await the young men of today, quite within their eager grasping, that would rival Aladdin's trees of jewels in their generous rewards. We who are on the heights of age, with the descent just before us, may well envy the young men just entering the battle of life—they who face and look eagerly toward the rising sun, not the setting, they to whom Opportunity calls with such undenyng insistence.

“No man is born into the world whose work
Is not born with him. There is always work,
And tools to work withal, for those who will.”

—*Lowell*

CHARLES DANA BURRAGE

IT SEEMS to me that today, with radical teachings spreading even into the classrooms, the most pertinent advice to young men and women is to guard their Americanism and foster their loyalty to government.

I would teach those upon whom the responsibilities of government must devolve in the following years that only

through intelligent loyalty to our country may her government and her people improve.

No form of government is perfect, and it is right and proper to seek improvement in ours—there is no disloyalty in this. We all know that the fundamental principles of our government are sound and that those who would foment revolution and the absolute overthrow of our government because of certain injustices are the deadliest enemies of our individual peace, happiness and prosperity. Not only does loyalty to our country bid us cleanse our social fabric of such, but selfish self-interest as well.

The Socialist, the I. W. W., the Bolshevik, does not hesitate to deride and threaten our most cherished ideals and forms. He ridicules any profession of love or reverence for flag or country; he attributes only the vilest motives to all whose judgment differs from his.

And what do many of us do? How do we answer him? We apologize for our love of country, for the reverence in which we hold the flag.

What we should do is meet propaganda with propaganda, agitation with agitation, and ridicule with ridicule.

What nobler propaganda than that which teaches that the government of Washington and Lincoln and Roosevelt is worth preserving to mankind?

What agitation more worthy than that which would demand that our colleges, our high society and our labor unions cast out the American traitors and foreign agitators who are breeding class-consciousness and class hatreds in a democracy that has risen to the highest place among the nations of the world because of the true equality and oneness of her people?

What ridicule more effective than that which points out the inconsistency of deriding us who love our country and rever-

ence our flag, while the same deriders are advocating a maudlin sentimentality for criminals, gunmen and traitors caught in the commission of vile crimes.

And so the best advice I can give your young men and young women is to be good Americans and to be very sure of the Americanism of all their associates, and as brave to proclaim their love of country as their country's enemies are to broadcast their treasonable teachings.

EDGAR RICE BURROUGHS

THE cultivation of self-reverence, self-knowledge and self-control will always lead a student's life to sovereign power. Without them, learning is either useless or mischievous. With them, the young man or woman is captain of his or her own soul and can, by God's grace, make a triumphant voyage across the tempestuous seas of life.

S. PARKES CADMAN

AFTER an experience of more than 35 years as city editor and editor of a daily newspaper, during which time scores of young men and a considerable number of young women have passed through our employment, I can truthfully say that not a single one of them made a success, either in the newspaper or any other field, unless they worked for it.

Newspaper men must, through necessity, watch the careers of many individuals and firms; and in my observations I have been impressed with the fact that it is the

patient, dependable, truthful, frank, generous, good-natured worker (plodder, if you will) who in the end achieves the greatest and most lasting success.

Business men do not like to have fault-finders about them. They enjoy the company of those who take hard tasks which may come, with good nature. They like to know that what has been told them is the truth. They are annoyed and disgusted with concealment. They like courage and independence. They are pleased and feel like helping their workers along when the workers show an interest in the business—when they act as though it was in part their business, and that its success was quite as important for them as it is for the proprietors.

"How does it happen that you are so interested in your position and the work here?" I once asked a young man in our office.

"Why, because it is important for me that the newspaper is successful and prosperous. I work for it. I get my pay envelope here every week. It is my job, and I want to make it just as good a one as I can," was the reply.

That young man is now the associate editor on one of the large newspapers in a Western city, and he is a large stockholder in the concern.

I might give you dozens of instances similar to this.

So I would say to your young people—Work, cheerfully and ungrudgingly. It will do you no harm to work a few minutes overtime—or hours if necessary. Be watchful, not alone of your own, but of your employer's interest. Be thrifty. Enjoy life, and learn that in work lies the greatest happiness in life.

Oh, yes, one must have amusement and rest. Do not drudge and slave, and be miserly. But why not learn to

have fun and enjoyment in one's work? Read, if you can get it, at least the first half or two-thirds of "The Americanization of Edward Bok," and learn what a little Dutch boy accomplished through work and good nature and stick-to-itiveness.

WILLIAM W. CANFIELD

HEAVEN doesn't begin tomorrow; it begins today, this morning, right now. And as it is a place of loving kindness and forgiveness, they can begin to *make* it right now, by forgiving a poor old ancient writing man, whom they have greatly honored by their generous friendship.

BLISS CARMAN

ABOVE all things, become vitally interested in *one line* of thought, activity or research. Science, art, history—no matter what it may be—will become of fascinating interest if made a real hobby and persistently followed up. It will be a source of happiness, vital interest and ultimate success. Money does not bring happiness! Intellectual interests do. And particularly any *creative* work involving original thought, something new; this will prove of unending interest, if once taken up.

A definite line of reading, upon one particular topic, will also benefit you greatly; for bear in mind always Ruskin's remark that "one month's continued study of any one subject will enable you to know more of that subject than anyone but the specialists."

HEREWARD CARRINGTON

YOURS is a big order. To write to four hundred young men and women in training for business a letter which will be an inspiration to them in their work now and which will aid them in becoming better citizens when they enter the business world, is no small job.

Your desire on their behalf to inspire them to better citizenship implies that they are good citizens now; also that they desire to improve as citizens. This gives great promise for the future, because men and women are in a very great degree what they desire to be.

In our larger American cities, those attaining the degree of social prominence that gives them immediate recognition in circles of culture and refinement are termed the Four Hundred. Where the standards are true and based upon individual merit, and where qualities of mind and heart are rated higher than the possession of material things, the list never exceeds and seldom reaches four hundred.

Four hundred good American citizens—young, red-blooded, high-minded and clean of heart—fired with the ambition to become better citizens, cannot possibly fail to realize that ambition. They must have one standard of honesty and one standard of morals. They cannot be commercially honest and personally dishonest any more than they can be commercial robbers and honest citizens. Not every good citizen is a business success nor is every successful business man a good citizen. But if the exceptions were excluded the qualities that make for public success are the same as those which make for decent citizenship. In Chicago, as in other great cities, the commercial leaders are the civic leaders, and the civic leaders generally are the commercial leaders.

Business suffers from bad citizenship, just as the individual

suffers. Extravagant government means higher operating expenses for business enterprises; it means higher taxes and poorer protection of life and property. So it is good business to be a good citizen. No business man can succeed unless he knows about the business in which he is engaged, nor can any good citizen improve his citizenship without knowing the requirements.

So, therefore, I conclude that a knowledge of the duties of citizenship, its responsibilities and its opportunities, is just as necessary for ambitious students as is the knowledge of proper accounting, business procedure, and other topics usually included in the ordinary business course.

The first requirement of good citizenship is to obey the law. A student, commercial or otherwise, who cannot obey the rules of the school which he is attending, will never become a law-abiding citizen and will never be able to demand that others obey the law, even though in later life he makes that demand because his life and his property needs protection.

HENRY BARRETT CHAMBERLIN

IT occurs to me to suggest two rules for a business career on this planet:

1. Be a little earlier than your appointment.
2. Perform a little more than you promise.

Further: I believe that working should become a habit. More than that—a pleasure-formed habit. This is not difficult if, for one's business or profession, one chooses an occupation preferred as a diversion during idle hours.

But in every case work can become a pleasurable habit.

Furthermore, I believe that one of the greatest assets a business man or woman can have is to retain and cultivate an intelligent curiosity concerning the world and its inhabitants.

ROBERT W. CHAMBERS

ASKING myself what one rule can be laid down for certain Success in life, the answer seems to me to be—Devotion to a worthy ideal. Try the rule on any interpretation of that big, vague word, Success, and see if it does not fit. Take commerce, politics, literature, art, law, medicine, science, invention, warfare, or any line of life whatever: In any of them Success will not be achieved at all without devotion in some degree; in the first steps, devotion to an employer, probably, and, later, devotion to the thing itself—the idea, so to speak. But suppose Success to be gained, step by step, up to its highest limit: Then what? Success implies satisfaction, or it is not success. But can satisfaction attach to success that has no worthy end?

Who is the "Happy Warrior," of whom Wordsworth wrote—a Napoleon? No, but the simple soldier who fights for Right and an ideal, even if the ideal be but love of his native land. Who is the successful financier—the man of many millions? Never, unless his aim is outside of them and is in the upraising, in some way, of his fellow-men. Who is the happy inventor, the chemist whose name is attached to the deadliest poison-gas? Rather, he whose research has added some item to the wholesome joys

of the common people. Who is the successful explorer—Alexander pushing his triumphs to the banks of the Indus? Far more Livingstone, the hero and martyr of darkest Africa, writing in one of his last journals, "I have endeavored to follow with unswerving fidelity the line of duty. My course has been an even one, though my route has been tortuous enough. All the hardship, hunger and toil were met with the full conviction that I was right in persevering to make a complete work of the exploration of the sources of the Nile. Mine has been a calm, hopeful endeavor to do the work that has been given me to do, whether I succeed or whether I fail."

In a nutshell, what does it come to? That Success, to be real, that is, to yield satisfaction, must proceed from a source of responsibility to a high purpose. Even at the risk of appearing to sermonize—the last thing I would wish to do—I cannot better state my conviction of the rule for certain success than by quoting the old well-worn (and well-wearing) Biblical phrase: "In all thy way acknowledge Him, and He shall direct thy paths."

J. SMEATON CHASE

IN reply I wish to say that my non-compliance with your former request was not an intended discourtesy, but diffidence on my part. It has not been my custom or practice in life to give other people advice. I felt that I was not competent to accede to your request.

Now, since you again ask me to do so, I shall comply by simply relating certain practices which have been extremely helpful to me.

Close application has been my rule in my study and my business. I began the study of the English language when I was grown up, consequently it was a very hard work, and it was hard because English is so different from the basic principle of the Chinese language. But through close application in my study of it, I have mastered it sufficiently to give me a good command of it.

In my business I also adhere to this rule. I live eight miles from my place of business on the other side of the San Francisco Bay, but every morning I am found at my desk at 8 o'clock. I employ thirty-six men on my staff; seeing that I am always regular in my working hours, none has ever been found late.

This close application to business has enabled me to make my line of work a great success, both financially and influentially.

Outside of this, I have no other suggestion to make to your students. Close application to study and to business, whatever their line of business may be, will carry them through successfully.

NG POON CHEW

I AM deeply concerned about our young people, and have been involved in a very serious local discussion of their present condition. There is much to be said; but I confine my remarks to what I consider to be of central importance.

If there is one thing which young people going into business need, it is to be fortified against the danger of a too exclusive devotion to business. I see too many of them

succumbing to the grind and fatigue of it. They do not keep their souls alive. They do not take time to read great books. They do not patronize the theater and the concert-hall for contact with great plays and great music. They join the ranks of the tired business men and women who subsist on a newspaper diet and find relaxation in "shows" and "ragging" and "jazzing." So they lose their souls. This is the malady which besets young people today.

The preventive is an early interest in what is fine and noble in the arts—poetry and letters, drama, music, and the other fine arts. I wish for your young adventurers that they may carry with them, from their preparatory education, into life and business, a taste for what is formatively excellent, and a keen interest in the things that will really nourish their personality and will enable them to play worthily the part which they should play as well-informed and eager citizens of their city and country.

PERCIVAL CHUBB

CHARACTER that is at the foundation of all laudable business success is exactly the same as that which insures good domestic life, good parenthood, and good citizenship.

It is not obtained from preachments, or from books or from mottoes on a wall. It is not to be merely wished for. It cannot be bought.

It must be built up, part by part, as one would build a

piece of furniture, or a house. In the process of building it is indelibly stamped into every facial line with such sure strokes that a child can read it.

It is finally attained through the acquirement of self-respect, the affection of the family, the confidence of neighbors.

The home is the factory for character building. The repetition of homely, helpful acts is the means through which it is acquired.

The builder of character qualities should seek:

First, Self-Respect. Do every little thing that is required in the care of his own person and needs; he should exercise orderliness in the care of his clothing, his bedchamber, his hair, his teeth and all else that is personal to him.

Second, Affection of the Family. Assist in all things that are done for the common good of the household: take not less than one dish from the family table after each meal, dust one article of furniture, work for a moment hand by hand with his mother and sister in making his house a home.

Third, Confidence of Neighbors. Say a kind word daily for the uplift of the courage of the family, and another for the good of his neighbors.

Character that is thus made will impart grace and dignity in the company of the most lowly and in intimate association with the most exalted. It is obtainable by all men. It is always honored. It is the goal toward which all human ideals are directed.

G. HARDY CLARK

NO boy or girl gets into a high school without a lot of well-intentioned people preaching the advantages of fair play to them. Few of them need to have it taught them, as far as it applies to sport; any foot ball player, any girl on a basket ball team, knows that unfair play ruins the fun for every one, and takes away all the joy of winning.

But sometimes girls and boys want concrete instances of how lack of fair play hurts the bigger game they must play when they leave school; with examples of crooked men "getting away with it" and graft in politics making people rich without effort, it is not surprising that they ask.

If the question is analyzed, isn't it easily to be seen that it is predicated upon the fact that the rewards of unfair grown-up play are not worth having? The boy who cheats in tennis knows his victory is ashes in his mouth. The girl who cribs an answer instead of working for it gets no joy out of a good mark. Is there any reason to suppose that the grafter gets real joy from his ill-won money, or the crook any happiness out of what he steals?

I once stood in a curved line of some three hundred delegates to a convention waiting for a photographer with one of those revolving cameras to make a panoramic picture. After man number one had made his exposure, man number two came along with *his* camera. While man number two was getting his instrument fixed, man number one went along the line handing out his business cards, hoping to sell many pictures. Then man number two began his exposure; one of those slow affairs where the camera turns on its axis. Right in the middle of it, man number one ran in front of the camera and held his hand up in front of the lens, with the obvious intention of doing what he did do—spoil the picture man number two was trying to make.

There was a moment of silence, then a confused growl of protest. And then an odd sight—a shower of white as every one of the crowd of people tore up the cards man number one had handed out. Man number two was called on to make another picture—man number one was literally hissed off the ground—and the busy three hundred stood around and waited until man number two could send back for a new film, and make the picture.

That was a concrete case, absurdly simple, but easy to look at, where unfair play brought its own penalty.

When we get you all in a hall where you can't move because of discipline, and take the unfair advantage of you of preaching, it isn't, truly, because we think you are not right thinking, honest, just as good as we are. It often sounds that way, I know. But the way it is meant is so different. Shakespeare makes Cassius speak of himself to Brutus as an "elder Soldier, not a better." And that is what we who preach feel; it is what I am feeling now, as I preach fair play to you. It's not because I think you don't want to play fair; it gets you nowhere (not even if you win riches by it) to play crooked.

I don't blame you a bit if you don't like this sort of talk, but, dear Group, you asked for it. I hardly know what to give you; so I give you of my experience, and at the same time, ask your forgiveness if it comes in the form of a sermon!

C. H. CLAUDY

TO the young men and young women you speak of I send greetings. They are on the verge of meeting the responsibilities of life, and environment may have much to do with their future, so I want to advise them all to be careful in choosing close associates, and when

they begin to take part in business affairs, not to expect to begin at the top of the ladder. If they start at the bottom, it will depend on their ability, character and conscientious endeavor as to when they will be allowed to climb. Close application and diligent attention will always attract attention and meet with reward. If you become satisfied after a fair trial that a position does not suit you, nor you suit the position, do not hesitate to change; but remember the advice of the brakemen on the railroads in times gone by, before we had vestibule trains, "Never let go with your right hand before getting a firm hold with your left in passing from one car to another."

HENRY CLEWS

IT gives me pleasure to send a word of greeting to these young Americans. I hesitate to offer them any advice for their future conduct when they have become citizens. I believe in working hard and in playing hard. I believe in personal liberty. I believe that every man and woman should take a lively interest in public affairs, but, at the same time, should not confuse this obligation with meddling in the private affairs of his neighbors.

IRVIN S. COBB

I APPRECIATE the privilege of addressing the scholars of your institution, though I hesitate giving advice to the youth of today. He and she seem so self-reliant and resourceful. Of one thing I am certain, however, and that is there has never been a period in American history when

the advantages for higher education were so much at the call of its youth. And so, if you will permit, my message to them is:

Work, work hard. Set a mark for yourself and practice shooting at it continuously, so that when you are called upon to pursue the business occupation of your choice, you will be able to score a bull's eye hit and be a success in your life's work.

For after all is said and done, life without effort is a dreary existence, but work is the most wonderful thing in the world.

GEORGE M. COHAN

I AM sorry to hear that I have a disappointed "eight," for this is the first time I have heard about your little "Hall of Fame," and my election to one of the niches therein—evidently your previous letter went astray.

Tell my unsuspected friends that I am glad they have got acquainted with me through my work, for that indicates some informative and perhaps inspiring quality which a writer likes to hear about. Tell them, also, that in preparing for business by a course of study, they are doing absolutely the right thing. I never went to school myself after I was fourteen, and have little respect for the "knowledge hound" in business—by that I mean the fellow who simply absorbs learning but never does anything with it. However, in the business world today the men and women who are getting ahead are those who have acquired the study habit, know what information to get bearing on a given problem, and

how to use it when they get it. This sort of learning is so important that many business people are now going back to school, taking up technical studies relating to their work.

JAMES H. COLLINS

I HAVE your kind letter of the 9th.

The course provided by the Trenton Senior High School can give a knowledge of the fundamental laws upon which business and commerce are based. This, however, is not all, for business training should afford not only a method of gaining a livelihood, but a knowledge of how to live. We need not only to be familiar with the laws which govern commerce, but with the ideals of business conduct as well.

The future will bring opportunities for sacrifice as well as opportunities for acquisition and there must be the spirit of service if there is to be real success.

CALVIN COOLIDGE

I FEEL that I have little to say of interest to young men and women training for business. I am not a business man and not very successful even as a writer, especially in the financial sense. When I began working it happened to be in the employment of a very bad man whose motto was that business is business. Whatever "business" may be, the advantages he took of others proved in the end to be very bad for him. He would much better have believed that honesty is the best policy. In the quarter of a

century after that first job I have found only honorable people among employers and have come to feel, indeed, as I feel to know, that the business world is fundamentally honest and strongly inclined to be liberal and public spirited. The people that rise to the high places think always of public service—seeking their own prosperity, to be sure, as all of us should, but preferring that success which goes hand in hand with the general good. A young employe does not always have scope for such large considerations, but he can always be faithful and loyal to his employer and his associates, and if he is so he will not fail, when the greater opportunity comes, to feel the larger loyalty.

JOHN CORBIN

WITHIN the big endeavors of humanity, although we are carried along in great currents of progress beyond our control, we can do much or little, depending on our ambition and our will to strive for the better. This ambition may be of two kinds; the first, for personal success, to push one's self into positions of power and prominence. Usually mixed with this is the feeling that, ultimately so placed, one may do great good for the world.

It is, however, the other kind of ambition that I wish to bring to the attention of young people. This road, to me the better one, is to place personal success as secondary to the greatest good to the greatest number, and to carry, as one might say, a part of the "white man's burden," the great work for the betterment of mankind.

Most of this work is unpaid for. It may mean doing one's share in local politics to see that issues are decided for the good of the community. It may mean assisting in bringing art and culture to one's community by lectures or by exhibitions, all of which can be done in these days by the expenditure of a little work and the devotion of one's time.

I believe there is nothing more inspirational than the feeling one has in doing some good of this kind. This feeling is the only reward one should expect, for here we may feel sure that Virtue is usually its own, but also its only, reward.

PAUL P. CRET

THE selection of a vocation is perhaps the most important and difficult task in one's career. Seldom does a young man or woman at first choose the line of endeavor he or she will ultimately follow, for in many cases the adoption of a professional or commercial life is brought about through the forces of circumstances. But there are fundamental rules, which, if closely adhered to, will generally bring success.

In the first place, one must find his work congenial, and then it ceases to be work.

After deciding on a calling, begin at the foundation and learn every detail possible, and, having learned, remember.

Never lose your enthusiasm. It will tide you over many rough places.

Never worry, for this is far more fatiguing than arduous labor. This is not so impossible as it at first may seem.

If trouble arises, bend every energy to avert or surmount it; if failure results, bow to the inevitable and profit by the experience.

Respect the rights of others, for if this course is pursued by everyone, your own rights will be upheld.

Acknowledge every error you may make, but stand firm if certain you are in the right.

Never sacrifice your health for your occupation, or you will lose far more than you will gain.

And always keep in mind the advice of Polonius to his son, Laertes, in "Hamlet":

"This above all—to thine own self be true,
And it must follow, as night the day,
Thou canst not then be false to any man."

EDWARD HAROLD CROSBY

I BELIEVE in your generation and have the most tremendous admiration for it. You are youth, and youth has always been glorious, but never have you had so much freedom and opportunity in your hands as now. Never have you been so exaltingly praised and so bitterly criticized—never have you been so sharply the dividing line between the old order and the new.

A chaos is about us—a spiritual, an intellectual, a social, an economic chaos—wide, significant and deep. It rests with you whether it is to destroy the good which the long, slow years of civilization have built up, or whether it is to make a new civilization, the beauty and heights of which we have not even dreamed.

Never has evil and baseness seemed so subtly and

insidiously a part of everything as now—but also there never was a time when the world was so hungry for something clean and true and new to answer its questions and help it find what it wants. If you have anything new to give, it cannot be too new or too daring to be received. You are not hampered by the old—for the old has lost its hold. Nothing will limit you or hold you back but your own fear. And you *have* new things to give. *You are refusing form and getting at reality.* This is the thing that interests me more than anything in life—the throwing away of clogging, befuddling traditions and prejudices and formulas and rules, and getting at realities. The one thing I would like to shout out to you is—*Look for Reality.* Look into *yourself* for the truth. Face yourself honestly and give out and live by the absolute reality of what you know is right—unprejudiced by the slant that custom has put on it.

In the business world individual thinking, individual ability, individual originality, individual honesty are the things the world is looking for and willing to pay for. Don't be *afraid* of your own thoughts. Think for yourself—not with the crowd. Do each job as it comes with your whole mind—make yourself responsible for it—don't push that responsibility onto the man higher up—and surely and inevitably you will be found out and valued. Don't be satisfied to do it as well as it has been done before—do it *better*. Put yourself and your best self and your new growing into it—even if it is the dullest routine—and not only will the work itself shine with well doing, but *you* will have something priceless which cannot be taken away from you and which will push you on and make you a vital spark in the new—the progressing world.

RACHEL CROTHERS

YOUR classes are all more or less familiar with the poverty that seems to follow poets from Homer down. Even the greatest poet of all time was not a startling business success. There is, however, an attraction in having obtained recognition as a poet that is in a class by itself, but I am not going to presume to hold the attention of your pupils to any long exordium upon the value of devoting one's life to poetic aims—instead, I am going to suggest a surer line, based upon my observation rather than upon my own career, whereby one can hope to attain with business training an unqualified material success.

I have noticed, and had it dinned into me from earliest boyhood, that the most valuable thing about an edifice is its foundation. It is the most disappointing thing in the world to plan a fine building and get it up and then discover cracks through the structure—in immediate source of decay. This is the result of being poorly founded, being built on sand rather than rock, and I therefore caution all who are interested in this letter that if they wish to succeed in life they must see to it that they have first of all a good foundation.

The foundation suggests itself to me as the first essential to success, but, in the actual comparison between building a career and building a house, there is one thing that I think is slightly different, and that is having plans. In building a house, it is of course essential before the foundation is laid that plans of the edifice must be obtained. In building a career, I am satisfied that these plans are not nearly so necessary before the foundation is laid as after. It would do no harm, however, to have plans fully thought out, and probably would result in a more symmetrical building if the plans were in mind before the foundation was begun. In this work-a-day world, however, many of us begin to live hap-

hazard and do not have a chance to appreciate what we desire to accomplish until some calamity or some change has happened in our lives. It would be wrong therefore to believe that because we did not have plans until later in life, we would have to begin all over again.

I am strongly of the opinion that any youth, whether boy or girl, can start out building a foundation for life without any special plan. They must have a solid base for whatever building they erect—the more solid and substantial the base, the better the subsequent edifice. First, then, I would have a good, strong, substantial foundation, and as my tastes began to form, and circumstances and environments began to mould my future, I would prepare plans for a career that is to be mine.

I do not think that most boys and girls are able to determine their plans until they are well up in their teens, and in order that the time shall not be lost that they will spend before they have arrived at a decision, I suggest that the advice of the great Lord Brougham be followed, "Learn something of everything and everything of something." By having learned something of everything during their early years they are then so much more competent to select the something about which they must learn everything.

As my third and last piece of advice, based upon half a century of knocking around, I recommend that once the foundation is properly laid and the plans are in hand, all that is necessary is *determination to build strong*.

The foundation of general knowledge laid, the plans for original accomplishment formulated and a wholesome determination started upon to do well what you have planned, it must then be simply a case of death or victory.

GEORGE G. CURRIE

I WOULD particularly impress upon young people the importance of little things. In this relation I often think of a certain kind of moss which I very frequently encounter in my journeys of exploration in the far north. This moss appears first as a single filament as fine as a woman's hair, and grows from a healthy young spruce or cedar. As time passes, these hair-like filaments of moss increase in number, until they appear to be very beautiful. But in the course of a year or two beauty begins to give place to tragedy, for as the hair-like moss multiplies and grows longer it envelops the tree and slowly smothers it to death. I always remember the tree and the deadly moss as an astonishing exemplification of the havoc which may be wrought in human lives by habits and indiscretions which, at the time of their beginning, may appear to be innocent and unimportant.

Little habits for good are the seeds from which will grow ultimate health and happiness and success; but little habits for bad are directly the reverse, and, while they are sometimes outgrown, only too frequently smother life out of a human soul just as this moss of the north smothers it out of a tree.

JAMES OLIVER CURWOOD

MY only message for you is, like Barrie's, the Call to Courage: The courage to put away what we know is hurtful; the courage to be sane; the courage to see facts as they are, whether we like them or not; and the courage to *act*, when we have rightly willed. There is a strange power in courage that is apparently independent of

one's own volition, and which correlates amazingly with one's efforts; it makes possible the impossible. A man thinks wearily and unavailingly of finding a job; a morning comes when he says with a sudden compelling courage, "I will get that job today!" and gets it with the first trial. We all of us find this out in a thousand ways, in big or little things: Some inspiring, unsuspected force works in us; we "get there."

And I wish, as a last word, that you may have the courage to smile and to be kind—sometimes the hardest thing of all when your own disappointment gnaws at you—the courage to gain strength to lift that cedar-sweet beam of kindness that helps to build a house for God. Even in business this does more than can be told.

MARY STEWART CUTTING

FOR the first novel which I wrote after my return from the war I put nearly all the philosophy I had learned into the title, "The Kingdom round the Corner." The idea which I tried to convey was that no one can defeat you but yourself and that the greatest of all triumphs is the courage to press on. There are various ways of defining success and the most crude of all is in terms of money. The only real success is to have acquired the trick of being master of your own tranquillity. To be able to do that you need to have a place of retreat, a citadel of the mind, into which you can retire and shut the doors on temporary adversity. All adversity, by the way, is no more than temporary. The citadel of the mind for a man in prison, like John Bunyan, was religion; for John Keats, in a shabby

environment, it was beauty; for Herbert Spencer encumbered with a doubting mind, it was knowledge. To be useful to the world and to yourself, you must have some chamber in your spirit where you can smile at your disillusionments and believe intensely. The faith to set store by is not the faith that others have in you, but the prophetic faith you have in yourself.

The secret of our unhappy life is shallowness.

CONINGSBY DAWSON

YOU have no reason to think so (considering the fact that you wrote me in January and I am replying to to you in May!), but I really did very much appreciate your letter, telling me that some of your young people liked what I had written, and that you thought a message from me would interest them. It gave me pleasure to know that young men and women, training for business in the Senior High School, are interested in my stories; and they may, perhaps, care to know that in writing my books I have tried to keep in mind one thing: that *truth* is not a mere statement of facts; (*that*, I think, results in mere realism!) *Truth* is the statement of facts in relation to the rest of life. One might write a story made up entirely of facts which would represent individual human experiences as being nothing but a series of drains and swill pails. Such representation would, no doubt, be true to fact. There *are* drains in this human life of ours, and there are swill pails! But compared to the great orderlinesses of the universe—

to the stars, and winds, and growing grass; to the laughter of children, and to the dignity of grief and repentance—these vile things are very small things. It would seem to me as false to write a book entirely about good people and ultra-refined people. Both sorts are in the world, and both must be represented in proportion to the rest of life, or else, I think, a story about them, though made up of “facts,” is essentially false.

I did not mean to say as much as this when I started, but perhaps your “eight” may be a little interested to know how I feel about novel writing.

MARGARET DELAND

THE modern woman—the woman who is capable, efficient, self-reliant, trim, alert and self-possessed—is, in my opinion, the greatest gift of the twentieth century; and we men have come to acknowledge the fact that we have made a more sincere effort to succeed, and have accomplished more, since finding ourselves matched with the brains of women in every branch of business and professional life. Today, we have men and women who are splendid business and professional workers, with intelligent, constructive brains, and I think you cannot impress upon your students too strongly the fact that it is now that they should be honest and sincere with themselves in laying the foundation upon which to build up their futures; otherwise, they will not be worthy of reaching great heights in their chosen careers—and what we are not worthy of, we seldom attain.

I have screened many modern men and women in my pictures—"Why Change Your Wife?," "Manslaughter," and most recently in "Adam's Rib"—and I am looking forward to some day when I will have a story from which to make a drama of the young business woman.

CECIL B. DE MILLE

AS you are about to pass from your studies to the serious work of life, each of you realizes your responsibility in helping to carry on the business and political life of our country.

You understand, of course, that success in your chosen field depends on conscientious, persevering work. And there probably never was a time in the history of the world when there was greater need of faithful work or greater opportunities for reward to those who are willing to put old-fashioned zeal and loyalty into their work.

I want particularly to call attention to your duties and responsibilities as citizens. In these times when unprecedented difficulties arising out of the Great War confront us in common with the whole civilized world, there is vital need of clear thinking by the youth of our country who have had the advantage of thorough preparation in a school of the high standard of that from which you are graduating. Our fundamental difficulties today seem to me to be the increasing tendency of the Government to regulate and interfere with business, and of various organizations to demand class legislation. From the study of history of the states which have come into being and have passed away since the dawn of civilization, you have learned that the province of government is the protection of the life, liberty and property of the

individual citizen, and will not be misled by fallacious dreams of a social and political organization in which the Government shall do everything for, and order the lives of, all its citizens. You have seen the ruinous consequences of many experiments in class legislation and government, notably the sad plight of Russia. There can now be no doubt on the part of those who have had the opportunity to study the lessons of history that the government which endures must be one that is conducted in accordance with the ideals of our forefathers who framed the Federal Constitution. Hard and untiring work will have to be done by the trained youth of our land to overcome the tendency toward too much government, and government for the benefit of special classes, which has been increasing in our states and nation for many years past. If our young men and women can be brought to realize their heavy responsibilities, and the imperative need for a return to the standards of good citizenship, clear thinking and hard work that have brought our country to its present greatness, there is good reason for the hope that your generation will see the right solution of the grave problems which now threaten the foundations of our industrial and political life.

AGNEW T. DICE

YOUR letter leaves me somewhat at a loss for words. Admonishing young people is not exactly in my line. Just what value anything I would say to them might have remains something of a puzzle to me. There is always a stock of platitudes ready for such an occasion, but such trite expressions are usually devoid of any real meaning or value.

My advice to any young person, quite apart from his intended career, would be to avoid being a bromide. Perhaps this would not spell conventional success, but it would end in the highest amount of personal satisfaction.

The next word would be to prove everything and hold fast to that which is good. Not a very original opinion, as you will remember that St. Paul said something like this many years ago. But it will bear repeating.

And lastly to know the facts, even the disagreeable facts of life, and not be cast down by them. Truth is the best thing in the world even when it is a bitter dose, and a man is a man in proportion to the ugliness he can face without flinching.

CHARLES CALDWELL DOBIE

WHEN I was a young man, still in school and looking into the future with questionings and misgivings, I wish someone had impressed this single thought on my mind:

Fear nothing; be truthful; have faith that life will bring us that which we are prepared to receive.

This, I fear, may seem so vague and general as to be of little value; but all life is vague to us until we see things through our own experiences, until we are enlightened from within.

LOUIS DODGE

THERE is nothing in the world so free as fresh air and advice. I do not wish to contribute to an over-supply of the latter. Every person is an individual and it is

individuality which counts in the world. Each must forge his own fate, and this often in the face of criticism and the advice of friends. But there are experiences of others and general rules which are helpful and encouraging.

Personally, I have chosen science instead of a business career. I have, however, observed characteristics of business men from the outside, and there are one or two things which have been impressed more and more on me as the years go by. One might say that if you wish to pursue a wholly selfish career, go into business. If one wishes to express heartless legalized thievery or extortion, he says, "Business is business." Some have made successes in this way, but if the rest of us were civilized they would either confiscate their dishonestly earned property or be hanged—and then they would confiscate it.

It is the great tendency in all departments of knowledge and business to be too narrow and selfish. The business man should not go into business unless he wants to do good and help the community. If he does that in the right spirit, he is most likely to be successful himself. He should really have an interest in his fellow men, realize their problems and help them while helping himself.

I have seen men, for example, start in the mercantile business at some cross roads in the wild west and soon have a little town spring up around them. While the little village was growing, they were not only getting well to do, "rich" as we say, but the country around was growing up at the same time. They treated every one who came along as a friend, and people would rather go twenty-five miles to "trade" with them than to go a half-mile to buy of others.

EARL DOUGLASS

I WISH I could give you a real message that would fill your hearts and minds with enthusiasm for your future lives. The main foundation for success is concentration and determination to forge ahead.

Love your work, and look upon it as a gift from God that has been given to you to help you to become a real individual and a useful, fine citizen. Never hurry your work. Do it conscientiously and with care. Do the best you can from day to day. Give the best that is in you, and a little bit more. Always give more than you are asked for. Be honest, and earn the respect and admiration and trust of those for whom you work. And success is bound to follow.

GRACE G. DRAYTON

OF course I am keenly interested in the development of young people because I believe with Emerson that "The greatest institution in the world for splendor, for extent, is the upbuilding of a man."

In reading the book of the wise men of the ages it is easy to see that Plato had the right idea when he said that all men are seeking one goal, and that that goal is happiness.

Plato also said that the only way in which we can get happiness is to express ourselves completely in service to society.

He advises us to have, first of all, a definite, clearly seen ideal. We must know exactly what we want to do with our lives. Some of us are fitted to be mechanics; others preachers; others teachers; some farmers, and still others lawyers

and doctors. The best guide I think in choosing a profession is our feelings toward that profession. If we love a certain kind of work with our whole heart and soul, that is the work we really ought to do. If we don't like our work and do like some other kind of work, it is the other kind of work that we ought to give our allegiance.

For success, according to Plato, the second thing we need is the means to achieve our end. We need friends, money, influence, health, character, scientific knowledge, vision, imagination—you can fill this in to suit yourself.

Each kind of work calls for special equipment both physical and mental.

Third, we must adjust our means to our end. All that means is that we must use the right tools for the right job in the right way.

Personally, I have had an extraordinarily happy life, because from the very beginning I have gone at my work enthusiastically. After leaving high school, when I entered a print shop in northern Wisconsin, I worked for \$5.00 a week.

It was great fun to work long hours, simply because I was keenly interested in becoming a printer in the shortest possible time. I was foreman of the shop nine months after I entered it.

Later on, in Madison, Wisconsin, when I worked on the morning paper, I used to stay on the job until two or three o'clock, go home to sleep for a few hours and be back in the office shortly after nine. As a matter of fact, I wasn't working hard at all, because I was having such a glorious time on the job.

I think a young fellow starting out ought to make up his mind to have just as much fun as he possibly can, provided he has sense enough to see that the only kind of fun that is

lasting in its effect, is the fun that results from rendering genuine service to others.

The men who have succeeded greatly are not those who have worked for money alone, nor for fame alone, but for the pure joy of the game they were playing.

THOMAS DREIER

I TAKE great shame to myself that I am one of the recalcitrant three who did not accede to your request in the matter of sending a message of some sort to the group of young men and young women of the Senior High School, who were good enough to choose me as an exemplar and wish to hear from me. And now I hardly know what to say to them. As they are all going into business as their life's work, life will be very strenuous for them. It must be if they hope to attain to anything in the line of work they adopt. I have had a very strenuous and exacting life for fifty years. I have amused, interested and, I hope, at times, instructed two generations of our theatre-going public, and I am sure that the same rules and requirements that obtained in my profession are necessary in any line of endeavor. They may be summed up as follows: very hard work, intensive concentration, and constant application. With these impulses assisting the worker, success may be achieved. Without them, the work cannot be whole-hearted, and success, therefore, impossible. I can lay down no rule for man's or woman's conduct of life. That must be swayed and dictated by their moral feeling and conviction. I hope none of this seems like preaching, for nothing was further from my thoughts.

Please give all your young people my heartiest good wishes for great success in life and abundant good health, an absolutely necessary adjunct to happiness in work.

JOHN DREW

YOU and I, and all bread-winners in this great battle of life, are fighting, and must always fight, together; soldiers, comrades against a common enemy, for a common victory; success through efficiency.

This is the Business Age of the world; the time when men and women, alike, must grapple life and master it, or be mastered by it.

Also, it is the Age of Opportunity; when the trained and efficient can accomplish almost whatever they will; when, without this training, achievement is difficult and uncertain, to say the least.

I am talking to you as one who has battled, is battling, a comrade. Stick to the training; go on; grow on. To go on IS to grow on. To stand still is to perish.

WILL ALLEN DROMGOOLE

I KNOW of no better way in which unselfish young men and women can serve the best interest of humanity than in business.

Usually we measure business simply by its profit and income while we measure the benefits accrued to a professional man by the kind of work that he does and the satisfaction which it gives him and the aid which it gives others. We

must learn to think that the service of the grocer, the publisher, the haberdasher, and others, is measured not by his income but by his service to the public.

W. E. B. DUBOIS

THERE has been just one reason for my not answering your first letter and that is my own diffidence in believing I am capable of giving an inspirational message such as you suggest.

Since you state that there is some personal interest in the matter, my sense of shame overcomes my hesitation and I will do the best I can, though I feel that the presumption is entirely with me in assuming that I can say much to aid a generation later than myself in being better citizens.

With myself, what measure of manhood and success I have attained, has been achieved through education, travel, the hard knocks of experience wherein I found adjustment of my ego, ability to judge others, to reserve my opinions and profit by my own mistakes as well as those of others. As I grew older I realized the value of the early precepts and slowly acquired philosophy, and I equally realized how hard it was for youth to learn from precept and even from example.

In the vigor of young manhood and womanhood, with the keen sense of development and the steady acquisition of knowledge, the feel of superfluous vitality, of pep, the conviction of one's ability to solve all problems "on one's own," is paramount. And it seems more and more to me that Nature so intended it in the beginning. It is only as we stride firmly and swiftly these days along the path of higher civilization that we may appreciate the value of advice.

No matter how keen one's sword, how strong one's arm, how brave one's soul—it is the part of wisdom to learn how to fence.

When I think of the enormous advances made since I graduated from Oxford University, I have it strenuously set before me that the youth of today has at once a glorious heritage and with it a great responsibility denied the last generation. So it will be with those to come.

We had no telephones in our rooms at Oxford in 1892. Submarines were fantasies, torpedoes recent inventions, gyroscopes a toy, aeroplanes vague dreams, automobiles uncertain machines. There was no wireless, no radio, no moving pictures, no X-ray; a hundred things then esteemed as marvels are accepted today as complacently as the commonplace.

There is nothing commonplace on the face of the earth. Knowledge is power and the sum of all wisdom is its application.

Are you keeping pace with the advancement of the science of the present age? The scientists and inventors of America set a swift pace for much of the rest of the world to follow. But we are not sole owners of genius. I have been round the world several times in several ways, and I know that.

But we lead. We have that honor. We break most of the trail. One cannot win a race, be up with the leaders, if untrained. The American schools of today set the finest training table ever seen.

The man or woman who is to sell things or to learn to manufacture them can learn all about them before that time comes. From the crude products, ore, or fiber, or hide, to the finished article, its geography, the chemistry of its make-up, the art of its manufacture—all are within the

embrace of the average school and scholar. He or she may acquire far more than the rudiments of any business, art or profession that he or she may adopt.

If you have not decided—there are some who find themselves late—neglect no branch of study. If you do, you may find yourself in a rut out of which you may not climb.

I knew a man with an excellent brain who was a digestive reader of certain topics and the best chess player in his county, who had spent twenty-nine years making the same part to the same machine in the same factory. He would not have recognized the finished machine when he saw it. He knew nothing of assembling it, only vaguely of its purpose. He could not have worked it. Of the full process of its manufacture, the various metals, the patterns of the parts, the applied mechanics, he knew nothing. Of its cost, its selling price, what sort of people bought it, if it was bad, indifferent, good or the best of its type, he knew nothing. He had paralyzed his acquisitiveness and his perception. If he had known these things, only some of them, he would have been a success. As it was, he was only quarter-man, he was a plant without blossoms, lacking fruit. If he had known a little of all these things he would have been high up in the factory, running with his generation.

This much I know. Perhaps it is my real message, the rest of this being deadwood. Let us consider it the kernel of the nut and set it apart.

I have never found any scrap of knowledge wasted.

Sooner or later it has come in useful.

It has made for position, social and industrial.

Knowledge enables you to do it on your own. It is the tool that will chisel a place for your achievements; it makes those achievements possible.

Having once started, I am becoming prolix. But knowledge to the young man is the sword to the scabbard in which it is carried. The girl who lacks it, who fails to achieve it, is the foolish virgin who expects her lamp to burn brightly without oil.

You've got the game in your hands. Play it.

If I was half my present age, or a little less than that, with your youth, your opportunities for acquiring knowledge, plus my painfully acquired assurance that experience teaches all things, but that to be able to profit by the experience of others while we are still young is a short cut to achievement, I'd like nothing better than to be with the eight of you, getting ready for the big things of life.

As for the business game:

Find out everything about the article you sell, from *before* its manufacture until *after* it enters the life of the purchaser.

The same with manufacturing.

Or with your profession.

The great specialist is always primarily skillful in every branch.

The man who knows-it-all is sure to be at the top.

If you know more than the other man or woman, you are superior to him or her and your superiority will assert itself.

It's your own fault if you stay at the bottom.

Knowledge in these days is a free fund, but there's nothing cheap about it.

Specialize to suit your preference if you have a direct bent, but be thorough.

I wish I could meet the eight of you. I should like to know your names. I'm for you. And I wish I was Robert Louis Stevenson—whom I met years ago in Honolulu—so that I could say again the things that he said. Don't get

away too much with the idea that Life is a struggle, a competition. It isn't. It's a progress, a pageant. You'll find later on that there is a wonderful satisfaction in work well done and that when Life walks hand in hand with Love, the world goes very well then. To be gentle and yet strong, to be kindly and yet have wisdom. To hurt none and try to benefit all. To act swiftly yet take time for judgment. To be honest with one's self. To frequently compare what you are with what you want to be, with what you try to make the world believe you are. To be generous yet provident. To remember your own failings before you are intolerant of another's weakness. To be courteous and to lack conceit. All these things are the beginning of wisdom and success.

And here I have preached a homily and said nothing new. Oh, you've got so much the best of it. The greatest chances of any race of mankind. Use them. Get into the game and *play* it, even when it looks as if you were whipped before you start. Play it and play it hard. There is nothing disgraceful in a licking. It's a test. Keep coming. You don't have to be beaten *inside*. You can win all the time though the other chap may be wearing the laurel in front of the crowd. You are bound to win all ways if you don't quit.

Your opportunities today are as far ahead of those of Lincoln's as are the farmer's of today with modern machinery, fertilizers, improved seeds, experimental stations, irrigation, etcetera, over the frontiersman's of early Ohio with only an axe and a plow. It's up to you. Forgive me if I've talked too long. But my generation lives again in yours. You are a part of my life. I'm not altogether on the sidelines but I'll be taken out before you're through. Good luck to you.

J. ALLAN DUNN

WHATEVER is worth doing in this world, be it work or play, is worth doing well. The fellow who works hardest should play hardest. A healthy, successful mind will go further if supported by a healthy, well developed body. A well developed body without a correspondingly developed mind wastes good material.

The ideally successful man or woman is one who is temperate in all things and an extremist in nothing. "Honesty, fairness and efficiency" is a good motto.

COLEMAN DUPONT

OVER Europe today there broods the spirit of change. Not a gentle spirit, which gradually awakens dormant life, but the spirit of fierce and sudden change, which is rapidly blotting out all the ancient landmarks and sweeping the nations of Europe out upon uncharted seas. The keenest intellects are trying vainly to perceive the outcome of that change. All that can be seen is that we are standing either on the threshold of a period of the most intense misery which the human race has been called upon to bear, or we are about to shift into new channels for the development of human life in wonderful ways before unknown.

Since the call to cease firing sounded on the "Western Front" in November, 1918, the tide of feeling among the nations has swung strongly toward nationalism as opposed to internationalism.

A Frenchman was never so intensely French, a German so intensely German, or an Englishman so intensely English,

as he is today. Each nation in Europe, even the smallest and youngest, is clamorous in the development of its national life, and there is a feeling in Europe that America is the most deeply absorbed of all in the development of her own destiny. The spirit of "Deutschland uber Alles" has been sown like dragon's teeth across the face of the world, and a harvest of blood and agony will follow unless that spirit is uprooted.

Just at the period in the history of the human race when man has succeeded in harnessing the forces of nature to his will, civilization is threatened with a breakdown because he cannot solve the problem of how to get along with his fellow man, and at the moment when the invention of machinery promises to lift the ancient curse that condemned him to eat bread in the sweat of his brow, those inventions are turned into agents for human destruction because of this failure to adjust human relationships.

Side by side, however, with this tendency to drift apart, runs another tendency to link the nations closer together for purposes of trade. The spirit of Commerce has called into being the oil-burning ship, the wireless telephone, the swift aeroplane and all the mechanical agencies which are drawing together the four corners of the earth. Which spirit will prevail? Much will depend upon how the spirit of Commerce is cultivated, for Commerce is simply trading what is mine for thine, and unless something is definitely mine and something definitely thine, there will be no commerce.

The problem is manifested in many ways. On the one hand, it is a struggle between capital and labor, and on the other hand, between nation and nation. Sometimes the two phases are confused and mingled. Essentially the problem is the same, how to adjust human relationships so as to avoid an appeal to brute force.

If the students of America need any inspiration, they have only to look around. For the world of today and the business world in particular is calling to the spirit of youth to solve this problem, which the passing generation certainly has not solved and in which the cynical spirit might say we have utterly failed. For unless they understand that this question of the adjustment of human relationships is at the foundation of international life as well as commercial life, their book knowledge will be in vain, and unless they see the crying need for a better understanding of their fellow-men, in order to avoid labor wars and national wars, they will continue to be like children playing with pebbles on the beach, while the gathering storm mutters along the horizon, and they will scarcely awaken until the conscription list is at the door and the nation is being swiftly marshalled into battle array.

ALEXANDER V. DYE

WHAT have I to say to young men and women going into business? Bless you—and them—I know less about business than a Senator does about political economy. From what I've seen of business men, I gather they are very much like other men—which is to say, they are prone to let their immediate personal interests get the better of them and to live in a very small corner of a big world. What makes good business is a happy and prosperous community, and what makes *that* is justice and work and education and some leisure for everybody in it; to be interested in a new and better social system, and in all

kinds of community endeavor and make our schools and theatres and churches and amusements finer and more fully enjoyed, is really to be interested quite practically in "better business." Behind every article sold is the man who made it, and in part is the man who buys it. Often they are the same, too. The business man who forgets either has no vision. He belongs back in the early nineteenth century.

WALTER PRICHARD EATON

TODAY the world is just emerging from turmoil; it is the work of you young people not only to restore it to order, but also to see that its standard when restored is a notch above what it was when the disturbance came. If civilization is to advance, the old order must change; the ideal way is for it to change gradually and beautifully by growth. In this instance the old order endured too long, forms became rigid—incapable of expansion—and destruction by force followed. Now the world lies in your hands to make over.

Youth is the most wonderful thing in the universe, embracing love, ideality, enthusiasm and energy. To be young at this particular stage of the world's history, is proof that you have won the especial favor of the gods. Realize your power and your opportunity; prove yourselves worthy of that trust; carry into the business world the qualities needed to make a new and higher civilization.

Have *Brotherhood*, realizing that though men and women may be younger or older in soul according to their development, yet they are brothers always.

Have *Tolerance*, knowing that all ideas are different expressions of one truth and that no person can perceive more than one facet of the many-sided jewel which adorns the brow of the Divine.

Have *Wisdom*, which is knowledge illuminated by intuition and warmed by love, understanding that ignorance has been responsible for all the sorrow the world has suffered.

Have *Enthusiasm*, that glow which gives both light and heat and makes the camp fire of progress possible.

Have *Big Vision*. The times are too big for one of restricted view point to remain in harmony with his age. Look around, but also look ahead. Keep moving, physically, emotionally, mentally and spiritually.

Have *Conscience*, if not for moral reasons, then for selfish and practical reasons. No enduring success is built save on the rock of sincere conviction.

Have *Beauty*. Nature veils all her practical processes with an exquisite, many-colored robe of gracious lines and musical murmurings. Never disdain the example of your great mother who is herself the visible, feminine, lovelier side of God.

Have *Joy*, an eternal soul quality which is your birth-right, and learn to distinguish it from pleasure which is a mere temporary excitement of the emotional nature. After all, Life is a magnificent game; to play it skillfully you must enjoy every move. You have three things to play with:

Will, Wisdom, Work, or
Life, Love, Labor, or
Head, Heart, Hand.

Remember the ancients called even the universe the pastime of Divinity.

Play happily and *well*.

And finally to sum it all up: Laws are eternal, but methods are transitory, therefore *live the old ideals in the new-fashioned way*.

NELLE RICHMOND EBERHART

AN artist may not make dogmas. He may only picture life. If his work is truly artistic all around it may find food for their own attitude towards life.

Leonardo da Vinci said "an artist should be like a crystal or a drop of water . . . reflect life but not be touched by it."

My ambition in life has not been to tell students, or the public, what is beautiful, good and true; but to stimulate to the finding in their own natures that they have the inherent stuff out of which all assurance, all knowledge and experience has evolved.

My message to young people following a business career is this:

Money, or our modern financial system, is the most flexible and wonderful system in the history of mankind, whereby human beings may exchange the fruits of their efforts with other human beings. Great business men have sublimated business. In athletics there is a terrific joy in attaining strength and the best athletes develop what we call "style"—elegance and ease in their movements. Sublimated business, the equivalent for style in athletics, involves the development of character. Steadfastness of purpose, mastery of details, skill of execution and love of our fellows. There

may be no steadfastness of purpose if there is no real assurance of worth in our program—assurance of ability and sympathy of the other fellow. Power comes through service. As the athlete has his joy in the function of his wonderful body, so the business man has a joy in the function of his capacity for his work. The real “kick” in life is in the work. No work that comes in our way but has this mysterious something in it of keen joy if we are normal and enter into the execution of it . . . with the positive creative attitude. There is a calm secret fire in the eye of the good carpenter, shoemaker, or financier. His soul is serene and calm.

And the joy of knowing the other fellow. Finding him living according to laws . . . aspirations . . . tastes and needs that are the same as my own. We are one great family. When we are right we do things that make for the happiness and welfare of all. Man is one. Our problem is one. We are in the same boat. Thousands of years the battle for supremacy over death, darkness and tragedy has continued. If we look over the battle field we see certain figures shine down through the centuries as victors. Around them stand achievements that have made life better for all. We love them . . . we hail them as heroes. We weep with joy when we fully realize a Lincoln. What blessedness that such men are possible; that this old earth of ours can breed such fellows! Calm, kind, humorous, wise, strong, gentle and loving. Ridicule touches them not . . . hatred daunts them not . . . misunderstanding hinders them not and death itself is helpless against them.

Now however small may be our abilities . . . this thing of quality we may define. What we have, we have the ability to improve on and use. *The fun is in what we do with what we have.* There have been greater intellects than

those of Lincoln who have ended in prisons. In a visit to Sing Sing prison during the summer of 1915 I found some of the most extraordinary intelligences I have ever known there. But were they happy? Were they serene and masterful? No. To be masterful. To be free. To own yourself. Think that over. Study my Man Triumphant. The four figures at the base. Thou must . . . I must . . . I desire, and I am.

What fun is there in forever being bossed? Even if we do not like it, is it not better to make ourselves masters within the sphere of the possible. Something there is that we all possess that we love; that we desire with all our hearts. If we learn enough, all life will be seen to be infinitely well planned and something to love.

I am trying to find explanations in words for this monument from various angles. Can you help me? What has Man Triumphant for the young high school boy and girl going out in the world with a business career in view? I've preached my sermon; now do it to me.

DAVID EDSTROM

NEVER attempt to do anything simply because it is hard; but never shrink from doing anything right and reasonable because it is hard.

In the last analysis of life, there is only God and you; no other judgment of you counts but this; and He knows you best.

Do not worry. The things you fear will not happen; the things you do not fear may happen, so worry is an enormous waste.

When in doubt, always be silent. Never say anything, true or not, that can injure another. If the words you utter are false, you must repair the wrong you have done, or forever despise yourself. If true, you should ask yourself the question: Will I do good to speak? The most heroic act in every-day life is to resist the influence of Vanity to talk!

A motto? "Chacun a son metier," or "Semper et ubique fidelis."

MAURICE FRANCIS EGAN

THE message I would send to young men and women training for business today, after spending over thirty years in travel studying the peoples of the world, is simply this:

"Honesty is the best policy" even if it is not generally practiced in business and other walks of life today.

DWIGHT L. ELMENDORF

IT affords me great pleasure to send you a short message, which I trust will be helpful in developing your ideas and encourage you in your work.

No doubt your teachers are helping you in every way to make your studies interesting. While some of your educational work may appear difficult and tiresome to you now, you must remember that you will profit from such education in all your future life.

The accumulation of knowledge in your youth leads to the road of success.

Successful operation in any business enterprise depends largely upon your own service and energy. Whatever kind of business you may decide to engage in will require the same code of rules of conduct, whether you serve the proprietor or are yourself the owner.

I would sincerely urge you always to bear in mind the following essential points:

Honesty: Honesty is the best policy.

Truth: Tell the truth and shame the devil.

Fair Dealing: A square deal to everyone.

Courtesy: Do unto others as you would have them do unto you.

Fulfill your obligations cheerfully.

Fearless and faithful performance of the duties above prescribed are bound to bring honor and success to you.


EBERHARD FABER

IT may be true, as people charge, that "every man has his price." But if the snarl of the pessimist is to have universal application, the price must be understood to be—in many instances—not selfish gratification but an opportunity for unselfish service. There are men and women who cannot be reached by any mere argument of private advantage. Not long ago a secular paper told of a civil engineer who is transforming the appearance of a Western city, and said: "Two or three times he has had chances to get three or four times his present salary. Each

time he has said, 'No, my work is here; I haven't finished it. The money doesn't count, so I shall stick here and finish my work!' "

The world needs more men and women who will stick and finish their work in spite of appeals to self-interest. Such people silence the complaints of the croaker and command the confidence of those who are struggling to help their fellows.

JOHN T. FARIS

 **T**HIS is it: "To count every moment precious in this scheme of life. To early develop principles of honesty, truthfulness, loyalty and decisiveness. When a career has been decided upon, to bring to it all these attributes, and never to waver in steadfastness of purpose or to lose courage when things don't go just right. To work hard and play hard, to have hobbies, for they are safety valves. To give to the world the best that is in you, and not to expect too much from one's fellow man."

DUSTIN FARNUM

THIS is an age of unbelief. But unbelief has not interpreted life to us. In my opinion, no one is well equipped for life who is without a firm belief as to its meaning. My own belief is that there is a life after death, wherein our happiness and our further evolution will be influenced by everything we have done in this world. We shall continue to be what we make ourselves. We shall not be

punished by a vindictive power, but we shall feel a sense of loss and of backwardness in our development for all the things we have done in this world which in our true judgment of ourselves have lacked the spirit of good-will towards others and of faith in human nature. I do not feel the need of a more intricate belief than this; nor do I find anything else so easy to believe.

CHESTER BAILEY FERNALD

THE experience of hundreds of years of civilization has shown that there are three things which are pre-eminently useful in training young minds—Latin, Greek and mathematics—because they are, as I thought when first put at them, so abominably difficult. Certain processes in science, especially those which are reasoning processes, like mathematics or geometry, train the mind. So also of certain processes in mental and moral philosophy, and you might say the same of certain philosophical and interpretative ways of studying history. But these latter things are for you to advance into after you are more mature; they are rather too much for the early stages of youth, so that I think the old maxim, “Latin, Greek and mathematics for training,” remains as true as ever it was.

The reason it is so true is that language study and mathematics, especially geometry, were the first means which raised primitive men from barbarism, and we, when young or ignorant, are not at all different from barbarians. The same process must be gone through with us. The first step from barbarism is to invent an alphabet. Mere hieroglyphics or

picture writing won't do, because you cannot, with any efficiency, carry on a reasoning process with them on paper or parchment, or teach reasoning, and reasoning is mental training. You must have an alphabet and a good one like the Greek or Roman, and good signs for numbers, like ours. Our Arabic numerals and alphabet trained man's reasoning powers, as never before, took him out of barbarism because they trained him in use of words and numbers, taught him to think and reason efficiently. You can't think or reason without words and numbers, and the more you use them in complications and difficulties, the more your mind is trained. Nothing has ever been found that supersedes that method.

Nothing has ever been found equal to Latin and Greek for training the mind when in a young and pliable condition, because those two languages, being dead languages, are extremely difficult, and at the same time capable of most exact and logical meaning. They are the most remarkable languages of the world, the first civilized languages, the first languages that could be used in high intellectual processes; most modern civilized languages are made from them. A child cannot train himself so well in his mother tongue or a tongue that he learns from living with it, because he learns it too easily, by an instinctive primitive animal process. But to learn a dead language of such logical perfection as Latin and Greek requires a supreme mental struggle and effort which seems as if it would tear his poor little mind to pieces, and that is the reason it develops him.

This brings us to another important point. If you want the best result from education, do not try to make it easy. Make it hard. Train, train, train. Valuable information and culture courses by themselves merely produce loose thinking, sloppy inaccuracy, delusions, dreams, magnificent ideas and

speculations; and we have given our people so much of that sort that they are more easily duped, fleeced and fooled by humbugs and sharpers than any other people in the world. The strain and complications of modern life require trained minds more than ever.

Remember that your judgment is more important than your information. If you smother it in information it will be ruined. That is an advantage of manual training, use of tools on concrete things. They restore the primitive judgment. Men were largely developed in the past by using tools and thinking as they used them. Use your hands and tools all you can, even if they ruin your social position. Never ride if you have time to walk. Play all you can. Muscles hold up your nerves and the nerves hold up your mind.

I have nearly talked you to death, but one point more. No teacher can educate you. You educate yourself by your own mental or physical effort. The teacher can only guide and encourage you. So just work like blazes on the hardest things you can find.

SYDNEY G. FISHER

THE longer we live and learn, the more convinced we are that to achieve what is worth while, art and business must, directly or indirectly, serve intellectual and spiritual progress. The only progress worth making is that which considers the rights and welfare of all living things—human and animal.

MINNIE MADDERN FISKE

THERE are many things which one would naturally covet the opportunity for saying to a group of four hundred alert, enthusiastic young people who are soon to begin their life work. To be brief, however, I shall mention only two or three:

First, let me congratulate my young friends that they are entering the field of business only after careful training and preparation for their work. This is an opportunity which many business men and women of the last generation did not have. In these days of specialization and keen competition of wits and initiative, it is more important than ever before that young people should have special knowledge and training for the work in which they are to engage.

Secondly, I wish that every one of your students might realize, when they take up their work, that there is more to business than business itself. I hope that every one of them will be diligent in business and will be successful and prosperous, but that they will not succumb to the temptation to regard business as practically the sole object of existence, and to let it so narrow their sympathies and their outlook upon life as to blind them to some of the finer things, and to an intelligent interest in those who do not happen to be in as fortunate circumstances as they. It is not incompatible with business efficiency to cultivate an interest in civic affairs and in movements for the care and protection of the sick and needy, and for the promotion of the health of the community. Such an interest developed through the years will add immeasurably to the sum total of human happiness, and will give an added flavor of satisfaction to any successful business career.

Finally, I wish that these young people might realize how great an asset personality is to them. Business never

can be entirely impersonal. It is the personal element which interests everyone of us. We may, as some writer has said, talk of ways and means of accomplishing things, but what really accomplishes them is the man or woman whose personality creates and inspires. Back of every great business is the person at the head of it whose honesty, energy, vision, and enthusiasm not only vitalize everything which he does, but inspire the members of his organization. There is no more place in business for the mean, narrow, sordid person, than there is any other calling in life, and personality and optimism are an asset which have a dollars and cents value, as well as affording other satisfactions.

In conclusion, your young people are going into a world of hard work, but on this fact I congratulate them, for, as David Grayson has said in one of his charming essays on every-day life, "Happiness is a rebound of hard work. It is found not in palaces, but lurking in fields and factories and hovering over littered desks."

HOMER FOLKS

WHEN I say that there is no more vital step to progress than to learn to accept, gratefully, in fact, to welcome criticism, I am not speaking from the standpoint of a writer. It is just as true of any line of endeavor. Consider every criticism carefully. Do not follow it blindly, but before disregarding it, be sure that the subtle poison of hurt vanity is not influencing your judgment of its value.

Put all your personality into every task, but cultivate the faculty of looking at the completed task impersonally.

You are only the instrument of Divine Intelligence. If it is to operate freely, you must not block it with barriers of pride and self-will.

Real progress is always the result of real humility. Look up that word. Find its spiritual significance. Know your Webster and learn the real meaning of words, not their current and often faulty interpretation. It will profit you no matter what your sphere of activity.

Have a conscience not only about your conduct, but your work. "The laborer is worthy of his hire." Be sure the performance of the labor is worthy of the laborer.

You may think that this sounds more like the dialogue of a clergyman than of a playwright, but I cannot indulge in irresponsible persiflage and levity when I think that it is you and others of your years in whose hands lies the future good or evil of our country.

JAMES FORBES

JUST why you should expect a story writer to offer helpful advice to seniors in a business course is beyond me.

Have you no local "Babbitts" who are just loaded with Rotarian bunk and anxious to shoot it off? I don't know a thing about business—can't keep my own check book straight, and wouldn't know a baby bond if I heard it cry in the night.

But I wish all your bright seniors the best of luck, and if I should venture a word to budding business men and business women, it would be something like this:

Be genuine, be sincere, in whatever you do. Don't fake and don't bluff. This may not lead to the presidency of anything, but it will allow you to look in the mirror without squirming.

Which is my first, and probably my last, attempt to make a noise like Solomon.

SEWELL FORD

YOU doubtless have heard much of the service which the citizen owes to society, and it is well that you should hear much of this subject, for it is a great and noble theme. In this missive there is one aspect of service to which I am going to call your attention because of its timeliness.

I refer to the service you can render by taking with you into the business world a kindness of spirit and a deep-seated motive of co-operation. If you are at all observant of what is going on around you, you notice that the spirit of good-will and fellowship, which ought to dominate every department of human affairs, is in industrial circles conspicuous by its absence. You see that capital and labor, that is, employer and employee, are not trying very hard to get along together on a common footing of mutual understanding. Instead of being drawn together by a spirit of friendliness, they too often are either holding off from each other in a state of armed neutrality or they are actually at each other's throats. Everybody knows that this is a regrettable condition, but everybody does not think clearly when casting about for a remedy. In too many cases the

thinking is done in terms of force. Men are talking of compelling the engineer to remain at his post and forbidding the miner to lay down his pick. Now we are told that the kingdom of Heaven cannot be taken by violence, and I doubt very much whether the kingdom of industrial peace can be established by violent methods.

In America the only compulsion that men know anything about is the inner compulsion of the spirit. So I am advising you to be wary of this new doctrine of force which is being recommended as a cure for industrial ills. I would rather have you feel that the Lord is not in the wind or the earthquake or the fire, but in the still small voice.

S. E. FORMAN

I WISH you success. I wish, too, that I might offer to you the talisman that insures it to its possessor, but as each of you already carries about him that same charm, that fetish, you need only to lay your hand on it to get the success you seek. You have it. Hunt it out.

Andrew Carnegie, that canny materialist, said some men were born to become private secretaries, others to hire them. You know which sort he was, and the same choice is yours. I have no advice to offer. I can only say that when you hitch your wagon to a star, see to it that it's your own wagon and not one that some other fellow has hired you to drive, or one in which some other fellow is doing the driving. Be your own driver of your own cart.

I give you Godspeed.

MAXIMILIAN FOSTER

THERE are two sayings of the ancient Chinese sage Lao Tzu that mean much to me. The more I ponder over them, the more inexhaustible I find their meaning, the wider their field of application.

The first is this:

"Failure is the foundation of success, and the means by which it is achieved. Success is the lurking place of failure; but who can tell when the turning-point will come?"

And the second:

"There is nothing in the world more soft and weak than water, yet for attacking things that are hard and strong there is nothing that surpasses it, nothing that can take its place."

From the first motto I have learned to be humble in success and hopeful and courageous in failure. But this after all is a superficial gleaning from the infinite treasures of an observation that run deep as life. The more you study it, my dear eight unknown friends, the more inexhaustible and valuable you will find it.

The second motto sums up the philosophy of a mighty and a war-hating nation and tells the secret of its everlasting endurance. It is for you to find a place for it in your hearts and make of it a part of your lives, which I wish to have the happiness that is born from nobility of character.

ISAAC K. FRIEDMAN

THE outstanding fact that occurs to me, as a point for an incentive to a young man to rise, is to make himself valuable to his employer. No one can succeed to eminence in his profession, whatever it be, if his eye constantly seeks the time clock. To master every detail of

his job advances his value and importance. To think ahead of his work is to develop his usefulness. It develops initiative and confidence. It becomes a habit and these habits put the man above his fellows. My first job was that of an advance agent to a traveling theatrical company. My next was the taking charge in New York City of a local theatre—until finally I had the good fortune to occupy my own New York theatre, and my own play-producing companies. I attribute this series of advances not to any brilliant methods, or spectacular efforts, because I am a simple, plodding person, but to the faculty of doing everything I had to do instinctively, with persistent industry, and to get all that was possible out of my duties.

DANIEL FROHMAN

THERE are innumerable vocations which life offers us a choice of; choose one then as far as possible into which you can put your whole heart and soul, but whatever you do, put your whole heart and soul into it.

Be your own severest critic as to your ideals in life and to the quality or standards of your own work. Make that standard higher than anyone else can set for you.

In determining your position or attitude on all of life's questions, consider the issue and principle involved rather than an individual about whom the question may seem to center. Without losing discretion or good judgment, be as broad-minded, kind and tolerant as the maintenance of the principle involved permits.

Remember, that the things of the spirit, the things we think, and, consequently, the acts governed by them, are the permanent things of life; the material things are the temporary things.

Don't be afraid to have ideals and to apply them practically. Do the thing you have to do as well as you can do it; stand for what you believe in your heart to be right; work hard, play well, enjoy life, do the other fellow a good turn when you can—and don't worry.

CHARLES W. FURLONG

THE Famous Players-Lasky Corporation are accustomed to pay more for film rights for their stars than for their lesser players. Recently a literary agent in New York sold the company film rights at a price satisfactory to him and his client. Weeks passed, and he received a letter from the firm saying that as they had decided to use the film, not for the lesser player for whom it was purchased, but for Elsie Ferguson, they begged to enclose their check for an additional thousand dollars. This was the first that the agent knew of their custom—it had not been discussed by them.

A New York publishing house officer told me that both Edith Wharton and Joseph Lincoln have refused \$50,000 guarantees for their next books from a young publishing house—not because they are held by contracts to their present publishers, but because they would not consider breaking off the relations of friendship and obligation which bind them.

And lately a clerk in the Brooklyn Trust Company bought a registered diamond at Tiffany's, for a betrothal ring. Some months after his marriage he received from Tiffany's

a letter saying that a mistake had been made, his stone had been sold him under a wrong registration, and enclosing the firm's check for one hundred and thirty dollars—the difference in price of the two stones.

These incidents all point to the certain word of tomorrow. That business is not business alone; it is, like a home or a school, an exercise in human relationship.

ZONA GALE

LOOK upon your work as a joy. Let nothing discourage you. The only way to succeed is to put every ounce of energy you possess into your every task. This means success and happiness.

AMELITA GALLI-CURCI

SOME people may charge you with being young. Frequently they do this as an assumption of the superiority of years, but do not let them fool you. Not infrequently this assumption is without foundation, for you are not as young as they think you are. Your mental test would reveal an average of between sixteen and eighteen years. That is not bad when we consider that the mental test of over four million draftees of the American Army, every one of whom was above the age of twenty-one, showed an average mental test of less than fourteen years. Therefore, in "grey" matter you are unquestionably beyond the average adult.

When it comes to the test of physical strength, I will wager that I can pick out a dozen fellows from your High School who could give an equal dozen selected men from the Trenton Police Force the fight of their lives. Incidentally, boys, let me advise you not to try it out, although if I were a betting man, I would make a little wager on you fellows.

To make a long story short—at this very moment you are fit to assume all the responsibilities of citizenship quite as well as you will be when you are twenty-one years of age, but the government will not give you the chance to assume such responsibilities just yet. In the meantime conduct yourselves as men and women, for you *are* men and women, not “kids.” Rise to every civic responsibility that presents itself and do the job a little bit more thoroughly than those who are above the age of twenty-one years. It will not be as great a task as you think, for let me tell you on the quiet that a lot of people above the age of twenty-one bluff a great deal to camouflage their neglect of civic responsibilities.

W. R. GEORGE

AS Director of the Junior League Theatre for Children, as Director of the Playwright's Theatre of Chicago, as President of the Society of Midland Authors, I am pushed to the wall for time and strength, but owing to conditions which are still in formative state am forced to continue at the expense of personal leisure or pleasure, and this brings me to mentioning one of the first requisites for success.

1. Do not watch the time clock. If you do, others are watching you, and some day when there is a plum to be given it will go to the man who worked overtime without grumbling because he was working for the thing he was doing rather than for the people who were paying him.

2. Learn silence. Great oaks from little acorns grow, also great business tragedies from petty gossip.

3. Learn when to speak. If you feel an injustice, turn an extra power of love toward the doer of it; if this does not take the hurt from you, go quietly to him with your mind made up not to speak loudly or with anger—tell him a misunderstanding has arisen and would he please explain. Do not nurse a grievance—it only grows inward and weakens you. Dispel it as quickly as possible and then dismiss it—with forgiveness.

4. Develop a sense of humor. When you want to cry, see if you can't laugh at the comedy of life. An angry man sawing the air like a wind-mill is a very amusing sight—when you are not the man.

5. Develop sympathy; courtesy, tact and kindness come from the heart, and not from drawing-rooms.

6. Don't cheat yourself—and you'll never cheat anyone else.

7. Do not live in a rut. Even if you are hurrying to your work, do not forget to say "good-morning" to the sky—as well as to the scrub-woman. Whistler painted the smoke of the city; Pennell has ennobled the noise, grind, and dust of machinery; you are stumbling over beauty every moment of your lives—if you will only see it.

8. If you have all the above good qualities, why ask the world to search for your sterling worth. Be a surface advertisement of conservative beauty. Do not wear flashy

clothes; do not buy fads. If you only own one suit, keep it pressed, mend your gloves, straighten your heels; if you have good health and feel clean, you will have a manner of self-respect and confidence that will give you dignity and a winning personality.

9. Do not live in Trenton, New Jersey. Do not live in Paris. Do not live in London. Do not live in New York. In your consciousness you must live in the Universe and you must act all the time as if this life were only a short scene in the big cosmic drama. If you live this way, mole-hills will not be mountains; and your own battered hopes will be only your own guiding mile-stones to greater achievement and joy.

ALICE GERSTENBERG

OF all the fine arts, two of the finest are Loving and Living—the one emotional, the other scientific, both based on self-sacrifice.

Self-sacrifice is only another word for love—love of one's fellow-creature or love of achievement. The only love that has value is the one that we buy with self-relinquishments. The only achievement that has value, the only one that is permanent, is the one that we buy with works. That is why I say that Loving and Living are the finest Arts—because you can take from them only what you give, and what you get from them is only limited by the magnitude of your gift for giving. In loving, give of your best; in living (and this means work), give of your finest efforts.

Don't despair with failure. Failure has its message. It's a sacred thing. Cherish it. For it's only through failure that you can hope to make sure and permanent success.

GEORGE GIBBS

THERE is no "brief statement" that will cover *all* the phases of life for *all* kinds of people. There is no formula for life, no specific rule for success; each must win or lose on his or her own merits; but winning or losing, each one may be a good citizen and a worthy member of our social structure. My answer then would be this:

The strength of a nation lies in the moral and physical strength of each one of its citizens. Strength comes by sacrifice and by resistance to temptation. Build mind, body and soul at the same time; they all work together.

Cultivate the old-fashioned virtues, discipline, obedience, honesty, intelligence, hard work, aspiration and earnestness. Be the absolute master of every detail of the work in hand. Keep informed about the affairs of the home city and of the world at large. Look at things in a generous, open-minded way. Read and support the Constitution of the United States. Read and contemplate the lives of Abraham Lincoln and George Washington, and especially read and remember Washington's farewell address. Read history and draw lessons from the experience of the past. Read "Plutarch's Lives" and you will find that much of the experimentation in the political and social life of today was an old story to the Greeks.

Mould your lives upon the best and highest types of men and women. Maintain the highest ideals of citizenship under the law. Do not expect to reform the world with new-fledged theories. Be loyal, be faithful, be truthful and utterly sincere in everything you do. Cultivate happiness. Be happy by habit, whether at play or work. Avoid cynicism.

There is no better injunction than that conveyed in the scriptural one, diligent in business, fervent in spirit, serving the Lord."

Be neither too modest or too immodest of your own abilities. If you feel that you have the capacity to do great things, cultivate that capacity and do not fear to be great. Not all can reach the top, not all are fitted for command. The world needs workers and many must work in the ranks; they have an equally glorious part in our civilization by doing the things which they find to do in the best way that they can be done. There must be private soldiers in the Army as well as Generals, therefore be governed and guided in this, as in all other matters, by common sense.

CASS GILBERT

MY message to your high school students is:
(a) My name isn't Gillian, but Gillilan. But that is not important, except that it is a mighty shrewd thing always to have the name of your addressee right, particularly when asking a favor—a favor that, in this case, I am mighty glad to grant, because I am a sort of "bug" about young ducks of that age.

(b) All the philosophy of life is embodied in these two functions: First, *getting all you can out of everybody else*; and, second, *making other people proud that you got it*.

The first of these things we do instinctively, obedient to that first law of nature—self-preservation. But the second—yea, fellers! There's where the work comes in! It includes making good to the very limit of our possibilities; it includes gratitude, helping others, and the payment of obligations.

And remember this: From the very first moment you discover somebody has faith in you, you are obligated, and have no personal choice as to whether you shall live entirely up to your possibilities. *To fail after faith in you has been shown by some friend or your parents is to prove false to a trust.*

Now maybe I have been right serious for a man who makes his living by humor, but I take great pleasure in demonstrating to the world, both in my written and spoken things, that because a man has a sense of humor he is not necessarily a clown or a "moron." A sense of humor is an absolutely necessary thing to have and to exercise, and it is the finest stimulant to serious thought.

STRICKLAND GILLILAN

EVERYTHING depends upon the spirit in which we do our work. One person sings at what another person mutters over. And it makes all the difference in the world with the result, in the work and in ourselves.

ROY ROLFE GILSON

IT is always a temptation to give advice to young people just starting out in life, but experience is generally the best teacher, and, after all, what an individual amounts to depends almost entirely upon what use he himself makes of the opportunities that arise. You may educate him, train him, develop his will power and other faculties, but you cannot make him use these accomplishments to the best advantage; that is up to him. But if a man or woman has a sense of absolute honesty, the ability to concentrate, work hard and persevere, and actually uses these qualities in whatever endeavor he or she is engaged upon, success for that individual can safely be predicted.

GEORGE W. GOETHALS

THERE are one or two things which a man who has been through the mill may point out to those just entering it—little-turn-to-the-right signposts which are so easily overlooked.

For one thing, there is nothing worth more than genuine loyalty to an employer, a willingness and an ability to make *his* interests whole-heartedly one's own. This is not subservience nor servility, but the pure gold of co-operation, and certain of its reward.

For another, I know of no better advice than to fight clean and to do the thing one wants to do no matter what it brings one. Doing what one wants to do is doing what one is fitted for. How could a young man or a young woman have a better chance for success?

JOHN GOLDEN

SUCCESS does not seek; it must be sought. It must be wooed in order to be won.

On the side of efficiency, I would say, know the facts of your business and respect them. They will not be ignored. The facts are sovereign, and sooner or later, they will exert their sovereignty. Pursue opportunity; opportunity will not pursue you.

On the side of honor, respect the highest standards of your trade, calling, or profession. The average is the mean between extremes.

Be among those who raise the average. Talent is not entirely at your command; integrity is.

THOMAS P. GORE

AS I do not know the names of the young people who have done me the honor to select me as their "guardian," will you yourself be so good as to convey to them my appreciation of the mark of confidence which they have shown in me, my cordial greetings, and my best wishes for successful careers while they are in the High School, and, later, in the businesses for which each of the group is preparing himself or herself?

Will you tell them for me that upon the way in which they conduct themselves in school will largely depend their business success? Now is the time for them to learn habits of industry, without which success in business is impossible. To which I want to add this observation: that a leading thought in the minds of the great business men of today,

and an outstanding principle in business organization, is that business has two objects—first, to earn a livelihood and, if possible, a competency, and, second, to be serviceable to society at large. Therefore, my young friends must now cultivate the habit of hard work and the habit of unselfishness.

They must play sometimes, both now and throughout their whole lives—I say this as a physician, knowing the immense therapeutic value of play—but neither now nor later should play be an object in itself. Their chief joy must come from the realization that they are using the talents which God gave them to the best purpose.

CARY T. GRAYSON

FIDELITY to principle, loyalty to labor, consideration to comrades, and equity in dealings should be their aims and practices.

As Masfield sings, they will find in—

“This life of ours,
The half-seen prize, the difficult pursuit—
The passionate lusts that shut us in their towers,
The love that helps us on, the fear that lowers,
The pride that makes us, and the pride that mars,
The beauty and the truth that are our stars.”

From these young Americans may much good come to the world, and may the joy of service be theirs.

A. W. GREELY

THE *Message of an Ideal.* The business world calls loudly today for men and women of high ideals. Men of vision now see that ideals in business are as important as they are in the professions, for business is a profession. The physician's ideal is the alleviation of pain and the promotion of physical well-being; the preacher's, to minister to the spiritual well-being of man; the architect's, to build well and beautifully; the teacher's, to train the mind for greater intellectual growth and enjoyment; the lawyer's, to labor for right and justice in the relations among men and the fair administration of the law; the statesman's, the welfare of the nation and its relations with other nations. The business man must be a statesman of industry. If he manufactures, his heart as well as his brain must go into his product; if he plays a part in the distributive activities of business, his service should be broad, deep and constructive—all visioned for human progress. The *Message of an Ideal* is the most important of all to the young man or woman who has set out on a business career.

The Message of Clear Thinking. The future business man or woman must learn to think clearly. Conditions are continually changing. Original problems are constantly encountered in business, and the answers to these are not in the back of the book; they must be worked out by the individual; they must go through the fire of clear, accurate thinking. The problems presented in the school are intended to develop ability to think. Success in the business world will depend largely upon how clearly you can think out the problems with which you are struggling today.

The Message of High Skill. The business world operates on a different standard than that to which you are perhaps accustomed. The business man today works under

high pressure. The mechanical details of business must be carried on accurately, but with speed. A high degree of skill in all business operations is necessary. One hundred per cent efficiency comes from knowledge and practice.

The Message of Hard Work. Edison says that genius consists of 10 per cent inspiration and 90 per cent perspiration. Hard work is necessary to successful achievement. But work must have a purpose. It must be directed by intelligence. The line of least resistance does not lead to success in business. Business yields what you put into it—no more.

The Message of Enthusiasm. Enthusiasm oils the wheels of the business machinery. It promotes good feeling. It develops thought. It paves the way for greater achievement when one objective is won. Enthusiasm is opportunity. It is vitalizing, dynamic. Enthusiasm is generated by taking an interest in your work, by carrying each job through to the finish and being able to say of it—it is my best. There is nothing like the joy of achievement—and enthusiasm is one of the vital forces that contributes to it.

The Message of Purpose. If we do not know where we are going we cannot very well make the journey. Students of business must have a purpose; they must have a well-defined idea of what they mean to accomplish and the will-power to stick to it until it is a finished job. Aimlessness and drifting have no place in the business world.

The Message of Co-operation. Business is too complex for any one man to know it all. The future business man must know what he wants to accomplish and how to consolidate the forces that lead to it. We must learn team-play. Each individual member of the team must

know the play to be put into operation, and be ready with his skill and his will and his driving-power to perform his part with credit and for the good of all. Co-operation means working together—being willing to give and to take. Co-operation means breadth of view—not credit for individual effort except incidentally, but success of the whole team.

JOHN ROBERT GREGG

I AM 57 today, and I look back on 30 years ago, when I was pondering over the challenge that the problems I had seen in Labrador for the first time offered my life.

It was London or Labrador—but the enthusiasm of life, and a faith that life is a field for venture and chivalry, and not a selfish tragedy ending in nothing, led me to select Labrador. I have never regretted it. It gave me all I could expect and heaps more besides.

Today I see clearer than any mathematics or philosophy could demonstrate it, in the far finer way men realize truths, viz., from the field of personal experience, that the real joys of life that last are absolutely from what we can give to life and absolutely not from the little we can get out of the things of life—indeed, their value is just measured by how far they help us to do things for the world.

My faith that Christ was “Man as he ought to be,” and that if we followed him in our professional and domestic life, we, too, should “have the light of life” and be made “fishers of men,” has only given way to the realization; and He was not only that, but so much more than that, that I know in a way I could never have believed otherwise, that He must have been not only of the “Preux chevalier, sans

peur et sans reproche," but indeed the very Son of God, whom to know is life—eternal.

WILFRED T. GRENFELL

WE like to talk to young men and women, for their time is still before them and they are the true idealists. They are the custodians of all the hope in this life. The gift of immortal youth, as men use these words, is the precious pearl beyond price; and in no market can it be bought. Without time, all else avails not; and young folks have time beyond the imagination of a sage.

What then are we to do with our time?

You will, my young friends, exchange your years for what you regard as important; and what you hold of great worth at twenty you may not care much about at forty; at fifty you will be still another man; and thus to the last syllable of recorded time. However, principles of fair play must color your whole career, else your time will be wasted.

But this should not confuse you or make you pause in your onward march, if you are but true to yourself. Live up to your sense of fair play. The rest will take care of itself. He who in time would reap must sow good seed. There is an immense amount of real work awaiting your hands. Do what you can to make this a better world, more livable, more honest; do not oppress the poor; take up their cause and you will make your life a success, regardless of the place in the world you fill.

Especially in America, our people are led on by the word opportunity. As Emerson says, "America, that other name for opportunity"—what a thought that is! Now, think each day of this: That society looks to you to do your share. Leave the world a little better than you found it. Nobody paid Shakespeare for his work, yet it belongs to society. Here I will tell you a marvelous truth. When this greatest of English minds came to die he realized that between slave and king, the proud, the mighty and the weak, was not the difference of the breadth of your hand.

Back in ancient Rome, the slaves, in order to protect themselves against the inhumanity of their day, secretly formed funeral-guilds, otherwise their bones would perish by the roadside. The slave, under the interpretation of the ancient world, had no place in the temple. He had no right to appeal to the many gods of the Roman religion. The writings of Seneca, Cicero and other eminent men of the day are filled with sarcasms about the slave and his toil-grimed hands. The slave could work in the muck, but he had no legal privilege to hold himself a human being. When the land was sold, he went with the estate like the ox, the plow or the spade. So he formed his little funeral-guild, or secret insurance society, to provide for himself an urn to hold his ashes. And on these urns were appeals to the passer-by not to disturb the dust. These slaves caused to be placed on their urns all manner of pathetic hopes.

The great mind of Shakespeare in his turn accepted the idea that all men are brothers; and so we find on Shakespeare's tomb or monument at Stratford, these puzzling words copied from the practice of the Roman slave, the most wretched man in the world:

“Good friend, for Jesus sake forebeare
To digg the dust enclosed heare;
Bleste be ye man yt spares thes stones,
And curst be he yt moves my bones.”

In that moment Shakespeare was more than a poet. He was a great Democrat. He saw the absolute interdependence of all forms and levels of human life; and in humility he leveled his great intellect to that of the Roman swineherd, doomed to die by the roadside.

Consider then, young people, what indeed is truly important. You live in a Democracy, in a Democracy you will one day ask a place for your dust.

Do not oppress the poor, do not lift your head in pride. If you do, you will fail. You will not be a loyal American.

No man in America should think of living for himself alone. That is not only impossible, but it is a violation of our social contract.

You must contribute your share, for in the end all shares are the common inheritance of our people. Remember this, always: The massive mind of Edison, working incessantly without thought of reward, at last, after years of prodigious labor, invents the electric lamp; and the vagabond in the park reads by that same kindly light. Here we have the essence of true Democracy in a few words. We have the down-reaching of the great intellect on one side and the up-reaching of the humblest of our people on the other side. Such is the true measure of our Democracy. The sympathy is mutual, the duty is divided, but the obligation is passed on, from one to another. In a few years Edison is dead and gone. His work then, even as today, belongs to humanity. It belongs to the humblest, a gift from the Master.

And you, my young friends, as the years roll on, will in your turn pour out the best of your thought, and leave behind you a fragrant memory of duty well done.

How simple Democracy really is; how ennobling; how charged with the sentiment of promise for the future.

JOHN HUBERT GREUSEL

IN this interval of time, between the birthdays of the two greatest sons of America, Lincoln and Washington, tell your young men and women that opportunities for success are just as great in this twentieth century, as in the eras and epochs gone by. Yet we must make as well as wait for our opportunities.

I wish you all success. Yet if by "success" is meant only the making of money, then I have no better advice to give than the average shopkeeper. To have a purpose in life, and nobly seek to attain it, is success, in the eyes of God and of good men. *Congenial work, in the long run, yields the most abundant and lasting happiness.* Treat your body well, store your mind richly, and have faith in God and man! Then, *the best time to live is after you are sixty or seventy,* for then you reap the benefit of your investments, in physical enjoyment, in mental pleasure, and in spiritual rapture. To start with, the average youth has exactly what Washington and Lincoln had, and like them may win.

WILLIAM ELLIOT GRIFFIS

THE great success and satisfaction in life comes from having work that you like to do, and doing lots of it.

D. W. GRIFFITH

WHAT you do, when you do what you like to do, because you like it, shows what you really care for, the ideal that is molding your life. Tell me how you use your margin of time, and I will tell you what you are going to be, in a not distant tomorrow.

EDWARD HOWARD GRIGGS

"FOUR hundred young men and women training for business"—and yourself their guide. How wonderful to have been chosen as qualified by nature and education for such a charge!

I would rather be in such a position than commander of an army bent on invasion of new territory. But yours is such an army. You are commanding them to invade new territory, themselves the territory! Yours is the selection of arms, and the training in the use of these for future maneuvers in a struggle for the best Life.

Life, composite, aggregate, individual life is the Big Business. Methods, figures, expression, adaptation, are but some features of the business, the foundation feature being

purpose, which is but another name for *will*. Integrity of purpose, purity of intention, aims—not so much high aims as honest aims—these are the equipment.

Practical commerce, trust (as management of another's funds), professional equity (as in law), the arts and sciences of homemaking and homekeeping, the exquisite problems and responsibilities of parenthood—these comprise the big business in the future of young people. They must be ambitious in all their undertakings from the correct management of a little old Ford truck to the mastery of a difficult child problem, or the presidency of a great bank merger.

Purpose, always the will to achieve, makes the business of life worth while. I envy you the beginning of life!

Go about it, students of life! Make the smallest calling a great big job, and in the ultimate "round up" (excuse the metaphor) you will be found with the same brand in the region of the heart—*purpose!*

(Mrs.) ELIZABETH GRINNELL

EACH one of you must remember that all through your life you will have to depend on yourself. Others may help you, but for what you do and for what you become, you yourself are responsible.

You must feel an interest in your work and do it as well as you can, not so much because you hope for advancement, as because you owe it to yourself to do your best. This requires continued resolution, but you can cultivate your will power.

As you grow older, greater responsibilities will be put on you. Try to fit your shoulders to these heavier loads, and work hard in your business and out of it, so as to equip yourself to carry these loads well and easily.

One of my old friends, long ago, appeared to be a commonplace enough youngster. Yet he had will and determination; and he worked with unfailing industry to gain the information and experience which would give him the tools he needed for the struggles of his life. Finally he hewed his way to the first position in the land.

This man was Theodore Roosevelt.

We should all try to practice a rule of his: "Do the best you can, and do it all the time."

GEORGE BIRD GRINNELL

IT is very kind and flattering of your students to want a message from me, and the best thing I can think of to say to them is this:

If they wish to attain happiness, let them aspire to serve the generation in which they live, for love of the human family, and not in the hope of material reward. For material good satisfies only the senses, and it is through service alone that the spirit of man grows, while only through the spirit can happiness long remain with us. And let them remember, with Edith Cavel, that "Patriotism is not enough;" that beyond the individual family and the individual nation lies the great truth, too long forgotten, that "we are all children of the same Father." Both these things are taught

by our religion, both mean happiness and peace, both have been neglected. If the rising generation would but remember them, as we have forgotten them, how different might the world become!

Does this sound too preachy? I don't mean it to be. But after what the world has gone through of late, and is going through, these simple yet profound truths seem to me the only things which really matter.

BEATRICE FORBES—ROBERTSON HALE

THE best message senescence can give to adolescence just now is not to lose sympathetic touch with older people, even grandfathers in their environment. There is a marked tendency in all countries since the war toward the so-called "revolt of youth," and both girls and boys have assumed or been granted new liberties, at a time in the history of the world when everybody needs a longer time than ever before to prepare for life because its problems are so much more complex. Bernard Shaw in his "Back to Methusalem" says men ought to study until they are fifty years old and live one hundred and fifty years to be wise enough to meet well the exigencies of life today.

So my advice is to take plenty of time and give yourself every possible opportunity in whatever line you choose to learn, to know and do it well. Be master in something, if it is ever so small a thing, or you will be an underling all your life.

G. STANLEY HALL

SUCCESS in life is attained by developing to the limit the gifts with which the individual has been endowed. Financial independence and a permanent position in the world of affairs are attainable by but few, and if success were to be measured by such standards, this world would be an unhappy place. Real success is that which permits a man to feel that he has used to the utmost those talents that he has and that he has been worthy of the trust which the world may have reposed in him. To be found worthy of trust is the most valuable asset which the beginner in the business world can have.

If, however, the young man is content to spend all his energy in his own individual success, he will have failed most signally in his duty to his country. At this time, more than ever in the history of the United States, it is important that the new voter take an active and intelligent part in selecting those who shall represent him in the making of the laws by which this country is governed. Never since the Declaration of Independence has the liberty of the individual been in such jeopardy as it is today, or the principles upon which this country was founded—liberty without license—in more danger of being overridden by those who believe that prevention by law can accomplish that which may be accomplished only by the free support of the individual citizen.

T. TRUXTUN HARE

BUT to such a group, asking for some word that may aid in their becoming useful and patriotic citizens in the business world, what can I say? I believe a young man or woman should in any line of business or pro-

fession set out determinedly and single-purposedly toward an intelligent and definite goal. I believe in following a single track. Far better a single-track mind than one with conflicting purposes or shifting ambitions going in all directions. The goal determined upon, go ahead like a horse wearing "blinds," undistracted by temptations, disappointments, interruptions, what not, on right and left. The failure to achieve bigly is due to uncertainty, hesitation, shifting, compromises. *Concentrate.* Put all the eggs in one basket. Once forged ahead, burn all bridges behind. Nothing can in the ultimate hinder a single-focussed, undiscourageable, persistent effort. This will bring worldly success. But that is little if it be lacking in moral success.

The integrity of this country is based in the integrity of its citizens. Whatever one's business, let him live up to his highest ideals in that business. We may well be proud of "Yankee principles." Myself, I consider Benjamin Franklin the ideal of a business man. Why should I presume to write anything further when his incomparable maxims are available. May I refer your group to his principles, as I know of no better guide to becoming good citizens in the business world. No better guide than that which old Ben sought to follow: the Two New Commandments of the New Testament.

We are living in a time of flux and discontent. A time when even certain eminent historians and economists seek subtly to disparage the character and work of the Fathers of the nation, to create distrust in our institutions. If America does not represent the acme of political, economic and social perfection, we have at any rate evolved the best system yet, the justest, the most open with opportunities. In my opinion no reform is ever effected by revolution. The

only revolution that counts is that which takes place in the heart of man. Progress, moral and political, comes slowly, as all natural growth does. The millennium will not come through any formula—save one. Not that of Karl Marx. But that of the Golden Rule. And even so, not overnight. Some of my New York “radical” friends would smile cynically at a reference to the Golden Rule. But is it not the basic principle of all honest human effort? To the degree we seek to apply it to our work, our dealings with others, the regulation of our own life, to that degree are we good citizens of America, and a good American citizen is a good citizen of the world.

T. EVERETT HARRÉ

I CANNOT preface my message to you better than with a word from the Scripture:

“Seest thou a man diligent in his business? He shall stand before kings.”—Prov. 22:29.

Time was when higher education was supposed only to be requisite for those who entered the professions. For a business career, the elementary training was deemed all that was necessary. Now we realize the importance of the finest and highest culture for those who would take up a business career and become people of affairs, for the fate of so many is under their supervision. The discernment of public needs involved in commercial life requires the best kind of training and the deepest wisdom.

Every task, however humble, can be raised to the dignity of a calling if painstakingly and conscientiously fulfilled.

MAURICE H. HARRIS

YOU wrote me for a letter that might be an inspiration to a body of your students. Of course the real difficulty is that you asked me to preach a little sermon to the eight people who doubtless are now graduated and gone. I have been greatly interested in those eight people ever since I began to teach at Harvard in 1883. I suppose they are the same people; some wear trousers and some wear petticoats, but they are all alike to me—and all the same age. That, you know, is the fountain of perpetual youth for the teacher. He always associates with the young, the growing, advancing.

Perhaps it is not too late to preach the sermon to another group, and my text would be, first, to urge the practical, lazy student's method. The properly indolent student ought to do his work so completely when he is doing it that he will never need to to it a second time. If he has nailed down and clinched his work as he goes along, he will have plenty of spare time for tennis, dramatics, and a good book alongside the electric lamp. Doing things over and over is the thing that wastes time and energy, and leaves everything vague and undetermined.

The second half of the sermon is simply that education is intensely practical. It teaches us how to do things. An education that does not make a boy or girl better qualified to earn a living and meet the stresses of life is a poor thing. Nevertheless, the most practical part of education is imagination—the quality of mind that makes one see the meaning of things. Practically, three and three are six; imaginatively, three times three are nine. The best thing, the livest thing, the most profitable thing in this world is enthusiasm—cour-age—life—spirit—hope—and belief in time and eternity.

ALBERT BUSHNELL HART

THE greatest help I have ever found in life has been application and observation. And in addition to that, were I to give any advice, it would be just to say, "Live clean and fight fair."

WILLIAM S. HART

I AM not surprised that those who prepare to enter the business world sometimes seek encouraging words from the one who is far away from the bargaining counter. Indeed, to enrich the view with observations from different angles is a great step forward in any pursuit of life.

The business of today is largely dependent on the understanding of the harmonious relations of the individual to the community. The old-fashioned idea that a man is in business only for what he can get out of it, is no more true than it is of the artist that he appears before an audience only because of his prospective fee. We all have obligations and duties to perform, and find our satisfaction in life when we can give of our best in the service of the community.

As you enter the business world, I hope that you will find a place where you can do the most good, and by trying to leave the world better than you found it, you will have achieved the same purpose and have reached the same goal that the artist sets for himself when he enters his chosen field.

JASCHA HEIFETZ

IT is better to travel hopefully than to arrive"—and to the sincere student, the goal is always just beyond. Success is keeping one's sense of values true—striving for the worth-while things in life—and putting into the world more than one takes out of it!

FRIEDA HEMPEL

OF course, you must realize that anything I may say will be in a professional way, as I am not a business man, but purely a sculptor, and from that point of view my remarks must be made.

There are three things that I consider vitally necessary for a young man's or woman's success:

First, he must establish an ideal of the highest purpose, one that he can live up to with faith and enthusiasm.

Second, he must have a sane appreciation of the "Almighty Dollar." Too many of our young men start out with the idea that the most successful are those who make the most money; that the culmination of a career is to make a pile, quit work, and then have a good time. To my mind, the man who achieves the greatest success is the one who eliminates the money idea as the goal of his ambition, and places in its stead the one thing that assures the greatest happiness in life—honest, conscientious work. If this principle is carried out, I feel sure one need never worry about money.

Work is the third and I consider it the most vitally essential element of success. I feel that a young man or woman who fixes his mind upon a certain goal, and makes for it with all his strength, not counting the time, but working hard day by day; always aiming at perfection, not dollars; constantly striving for the excellence of his work, is pretty

sure to rise above the difficulties that beset his way and take his place among those to whose door the world beats a path.

Of course, this paragraph on work, I admit, does not sound very encouraging to the boy or girl. The point I am trying to impress upon the student is, to my mind, the most important one in their lives: "To see that they choose a profession they will enjoy, and are in sympathy with, and do not let the choice of your father or mother influence you, unless, of course, it is what you like. Upon this point rests the happiness of your future, and work then becomes a pleasure." Remember: you have to live your life, and you are the final judge.

There is one more thing I should like to mention before closing my letter, and that is about the word "ambiguity." To me, it is the legitimate way of telling a lie. Now, while you are at school, get the real meaning of that word, impress it deeply upon your minds. Reflect: your characters are being moulded by your daily, hourly actions; avoid wavering uncertainty; do not respond to every impulse; take Truth, Work, and Fair Play for your motto; develop the moral courage to stand up for your convictions; get the meaning of that word "ambiguity," and steer clear of it.

HENRY HERING

I HAVE just received your request to send you a message to the young men and women training for business under your supervision in the Senior High School of Trenton. An idea which came to me many years ago may be helpful to them, and I am glad to transmit it. It is a saying of the

great German philosopher Kant, and I hope that your young men and women will find it helpful to them when facing some of the emergencies of life: "I can because I ought."

JOHN GRIER HIBBEN

IT took my breath away to have the United States surveyor and prospector, Mr. A. M. Powell, say that for an associate he would not choose a man whose education could not be brought into operation. He did not seem to want a helper that had too much lumber in the upper story. The Duke of Wellington once told an earl who was his colleague, "You are over-educated, for your intellect." The man was top heavy.

When an inventor has gone a certain distance in ingenuity, it is needful for him with his hands, up to that point, to do some constructive work in order that his imagination may go on further. The force that is being harnessed to labor, in most departments, is electricity. The man that first brought the current down from heaven to earth had been to school for two years, no more. When he went into the field with a key and a kite to begin a practical study, he there could think, as well as when conning a lexicon. Some fine scholars are produced by intensive thinking over books of account. A man can be disciplined by problems of trade or of success or of competition as well as by the problem of squaring a circle. Business supplies a motive and a reward for hard thinking. Intellect counts in commercial life. Mental discipline and mental application, to a pursuit that one thoroughly likes, are never far apart.

JAMES L. HILL

I GUESS the first thing to say is that a reputation for honesty and reliability is worth more than anything else in practical life. Such a man never lacks for business or for friends; while people who try to play little tricks and take little advantages always have an uphill row of it.

Perhaps the next thing to say is to keep cheerful, whatever happens. That virtue is not generally sufficiently insisted upon.

There is another great virtue that you never hear preached, namely, tact. One reason why it is not preached is that it is often mistakenly associated with insincerity. That need not be the case at all. It is very seldom necessary to tell a disagreeable truth, though perhaps it is better to tell one than to lie out of it; but when a disagreeable truth must be told, there are at least two ways of telling it which are as far from each other as the poles.

Reticence is another virtue not sufficiently insisted upon. It is closely allied to tact, but is only the negative side of it, and means simply refraining from telling that which is going to do more harm to tell than to hold back.

Any very old man in trying to advise the young, is really confessing his own mistakes; and the one next in line, which I want to confess, is disorderliness. There were peculiar reasons which inclined me to be disorderly when I was a youngster, and now it is impossible for me to keep my desk in order—or seems impossible—and I have lost many dollars in consequence. There are few capacities that I envy more (or perhaps I should call it incapacity) than inability to work in a place where things are out of order. Everyone who has the instinct to clean up is vastly better off in dollars and cents than he would be without it. Things frequently get hidden in the confusion, and neglected.

And as bearing on the whole subject of the conduct of life, I want to give my testimony in my eighty-third year that all along I have been finding out new and interesting things, and when I came to examine into them, each has been something that had been expressed by some old saw whose value I never realized before—generally from the Scriptures or from Shakespeare, whose works in beauty and wisdom come next to the Scriptures. Ask your young folks if they have not already had some of that experience, and tell them that as they grow older, they will be sure to have more of it.

Very old people get very long-winded. I hope this is not going to bear any trace of that.

HENRY HOLT

✓ **I**F I had my life to live over again—and having the experience which 40 years battling with the world has given me—I should first of all endeavor to determine what calling or profession I was best fitted for by temperament and mental equipment. Having chosen—whether it be medicine, the law, the church, engineering, journalism, the stage, banking, business—I should strive to learn every detail of it so I might become its master, not its servant. Acquire knowledge. Remember that the man who knows most goes farthest. Don't think because you have graduated from high school or college that your education is ended. It has only just begun.

Be thrifty. The accumulation of savings, no matter how small the amount, is a sure indication of character and will-power. Being able to lay his hand on a few hundred dollars at a crucial moment has enabled many a man to grasp the

opportunity which they say knocks once at every person's door. I would save not only my money, but also my time. It is amazing how much work one can do by turning to good use the hours that other people fritter away. Not that reasonable recreation is not good. Indeed, it is necessary for one's health. But don't let your love of pleasure interfere with your love of work, for too much pleasure leaves you with a sick headache and empty pockets, while work enables you to build a home, protect your loved ones, and provide for your old age.

Above all, take care of your health. It is your most precious heritage. Marry early and choose wisely. Remember it isn't the smartest looking girl who makes the best wife, nor the glibbest talker who makes the best husband. Cultivate a taste for the best in life—good books, good music, good plays. Avoid bad company. Shun, like the pest, those whose conversation and conduct is immoral—those who drink, gamble, play the races. For such people, rendered by their dissipations and vices unfit for serious application, throw away not only their own chances in life, but would also imperil yours.

Be honest and honorable in all your dealings. Do to your fellow as you would he should do to you.

ARTHUR HORNBLow

YOU ask me to inspire a double quartette of boys to do better work in school, to be better citizens in the business world. What could be a better example than your "stick-to-itiveness" in having written three letters until your pugnaciousness has caused me to write this letter.

The one great way to succeed in the world is to make up your mind to do certain things, go after them and get them, and if they follow your example, they must succeed.

I have had a young man coming into my office for five months—for a job. There was nothing for him to do, but last night I had to rush him by special automobile to the Wolverine express to get into Detroit in time to carry out an important mission. Had he not possessed the dogged determination to get a position in this field, he would have been entirely forgotten.

I hope that the boys will look upon this example right in their midst as a far better example than going abroad and looking for the bluebird.

HARRY HOUDINI

I AM ready to say to all young folks who are preparing to do battle with the world, that men are not born equal, and neither are they born with equal chances. One is born to luxury or high estate and another to lowliness, but the chances for success in life are ten to one in favor of the lowly born.

He who starts with nothing is better equipped than he who enters the world with abundance. Solomon spoke with unusual wisdom when he declared that the race is not to the swift nor the battle to the strong.

Demosthenes, the world's greatest orator, was a stammerer before he entered public life. Columbus, in his younger days, was afraid of the sea. Napoleon was a timid, backward youth. Lincoln was brought up amid want and

illiteracy. Roosevelt, the apostle of the strenuous life, was a sickly boy. Carnegie was a poor boy, with little schooling. So was Schwab, so was Edison, so was Hoover, so was Ford. Jack London, like Shakespeare, was a schooltime dullard.

Each of them, however, found his greatest strength in his greatest weakness. Each turned his impediment into a means of conquest by using it as a goad to his latent powers—powers which but for this incentive might have remained forever undiscovered or undeveloped. Thus do men become masters when conditions have conspired to make them failures.

The man who complains that he cannot better himself because of this or that handicap, is a man to be pitied—pitied, not because of his plight, but because of his ignorance. It rests with him at any time to alter his condition. “The fault, dear Brutus, lies not in our stars, but in ourselves, that we are underlings.”

The chafings of adversity and of restriction are not so easily transmuted into ambition as they are into whining. Ambition is the concentrating of energy. Whining is a leakage, a wasting of power.

Man in the aggregate has learned to overcome conditions. Were it not so, he would still be a savage. And what the race has done, the individual can do.

CLIFFORD HOWARD

NOTHING is sillier than contemptuous allusion to the Tired Business Man—or, as we must say henceforth, the Tired Business Man and Woman.

Without great business there has never been great art, or patronage for great artists. The business life is as full of

poetry and passion as any other, and there is as much of the commercial element in art and artists as in trade and traders.

The main thing is to do greatly what we choose to do.

RUPERT HUGHES

TO any young man or young woman who wants to succeed, I would just like to pass on the following lines of Goethe's, which have been more help to me than any other one inspiration:

"Are you in earnest? Seize this very minute;
What you can do, or dream you can, begin it.
Boldness has genius, power and magic in it.
Only engage, and then the mind grows heated;
Begin—and then the work will be completed."

Believe in yourself—and have faith in your own ideas. And remember that "the only real failure is not to try." Bear in mind that it is as easy to do big things as it is to do little ones.

GARDNER HUNTING

ONE hesitates to offer hard and fast rules, adherence to which will guarantee success. All the vocal culture in the world could not fit many aspiring tenors to fill the exalted place in the musical world held by the late Enrico Caruso. But this fact is not going to prevent any of

them from trying. We should never forget the real joy in life does come from trying. If you do not scale the mountain, you will not see the plain.

What is one man's meat may prove to be another man's poison, as the following anecdote points out: A physician, in company with an apprentice, prescribed corned beef and cabbage for an Irish patient whose face was red and temperature high. The patient recovered, and the apprentice made the necessary note of the treatment. Subsequently the apprentice, unaccompanied, was called to the bedside of a German whose face was red and temperature high. He promptly prescribed corned beef and cabbage, with the result that the German furnished immediate employment for a local undertaker. The undismayed apprentice then made the additional note: "Corned beef and cabbage is good for an Irishman, but will kill a Dutchman."

When you have once decided what you would like to be, stick to your determination, for one of the secrets of success is constancy of purpose. Don't be afraid of doing too much work. Hard work is as important as genius, for genius has rightly been described as 99% perspiration and 1% extraordinary ability. Looking for a soft snap is poor policy in the long run. It kills enthusiasm, and no substitute has yet been found to take the place of enthusiasm. It is enthusiasm plus hard work that helps young people over obstacles and renders possible the achievement of their ambition.

Take counsel with your parents now and then. You may think they belong to the "old school," but the school of experience graduates excellent pupils. "Be honest, be upright, be truthful, and do unto others even as you would have them do unto you," was the advice of my mother as I was leaving the little farm in the heart of the Catskills to make my way in

the great city of New York. That advice has helped me in my path from the farm to the cab of a locomotive, and from the judge's bench to the great office of Mayor of the City of New York. I pass it on to you boys and girls, for I know it is worthy of being engraved upon the tablets of your hearts.

JOHN F. HYLAN

HAVING reached, in my humble way, a certain stage of achievement, my message is one of hope and optimism. The world is better than we imagine, and humanity is more just and generous than we are prone to believe. Those who have failed in the struggle and send back to the recruits disheartening reports of the struggle are in many instances those who have started out badly equipped. They have been, too often, loaded down with useless baggage, armed with self-conceit, false ideas and prejudices, impatient of discipline or reasoned action.

It takes three years to make a soldier—a lifetime to make a man.

Treasure every scrap of knowledge that you gain at this time—you will find use for it at some time, and bitterly regret it if you have thrown your opportunities away.

The world more and more demands trained thinkers, open minded students, and if you neglect to lay a solid foundation now, the world will not forgive you, and you will not forgive yourselves.

Take all the information so gladly offered you, and demand more. Store up all the knowledge that is now offered you—this is your moment's pause—there are many things you will

miss in the hurry of life if you do not take every advantage of the present. You are laying the foundation of character now—if this is defective, you will never be able to remedy the fault.

Don't imagine in your conceit that you know everything—you can by the nature of things know nothing. Listen patiently to those whose experience extends to other generations beside that which you accidentally decorate.

Speaking for myself, I had an interrupted education at Trinity School, New York City. I have never ceased to regret that I had not the privilege to avail myself of all that school offered. I today cherish the warmest affection for my old Head Master, Dr. Mahanvey, and can only now appreciate how much I owe to his wise guidance.

There are more openings for the brave, the courageous, and the clear thinking youths than there ever have been—there never were fewer for the snob, or for conceited, self-satisfied ignorance.

Play your part manfully, work honestly, and bring an alert intelligence to bear on your business and you will not fail of your reward.

THOMAS H. INCE

BUSINESS is work and work is business. Any man who enters the world with the idea of doing his share becomes a business man. Otherwise he remains a drone and a parasite. The line between business and profession is becoming finer every year. It is an excellent thing that business should be taught in schools and that young people should absorb its ideals, which are identical

with the ideals of good citizenship. The business man of tomorrow will consider his responsibilities as well as his profits and do his share toward improving the community in which he lives. He will help make America a better place to live in. He will refuse to be a party to such crimes as forest devastation or the disfigurement of our landscape with frightful advertising bill-boards. He will throw his weight on the right side of politics and make it unprofitable for our leaders to work against the public good. Money is power, and that power can be either good or evil—depending on how clean it is.

I could say much more along this line, but I have no wish to preach or to appear goody-goody. Everybody likes to be prosperous, and the merchant or financier who will not take fair advantage of a fair profit is usually too stupid to get ahead. Foreigners accuse us of thinking too much about money. That is not true. The great American fault is prodigality—we think too little of money, once we have it. Both in war and in peace we are a very wasteful people. Our new generation of business men must do their part to correct this fault. They must get back to Benjamin Franklin who studied the great forces of Nature—and wrote Poor Richard's Almanac.

WALLACE IRWIN

WE often hear it said that the golden age of opportunity is past, that the conditions that made possible a Rockefeller, a Carnegie, a Pierpont Morgan, a Harriman, a James J. Hill or a Cassatt, no longer exist, and that the generation which produced these giants of industry

and finance will not recur. Every period has its own characteristics and each differs from all others; but the demand for men of great capacity, whose work will entitle them to great rewards, grows with the growth of the country and the increased magnitude of its business. There is need today for a hundred great executives to one a generation ago. Never before has opportunity opened so many avenues to the youth who by their industry and cultivation of those high qualities which we call character, are willing to make themselves deserving of the reward.

ALBA B. JOHNSON

✓ **T**HE thing that I am most inclined to say to young people in response to such an appeal as yours is: Do all the good you can and make no fuss about it. To aim at merely personal success is not enough. You should go through the world a kindly, helpful force in your business and in your recreations. Of course I'd have you thrifty, but don't pursue wealth too eagerly. Whether rich or poor, you can make the road you travel through life pleasanter for others because you have passed that way.

CLIFTON JOHNSON

KEEP your eyes clear and your minds open so that you may know the truth when you see it. Make it part of you. Never be content with a half truth. Remember that every truth has a corresponding duty, to

crystallize it, and that every duty has a truth back of it, to glorify it.

I would like to say more but it seems to me that everything has been said so much better by others.

CONSTANCE W. JOHNSON

THE only word that occurs to me to send to the young men and women who are training for business under your supervision is the injunction made to me in Chicago by my employer in the year of the fire, 1871. He is a Quaker and is still living at an advanced age.

"Robert," said Mr. Hiram Hadley, "I want to tell thee something. There are three kinds of employees; first, the man who skimps his work; second, the man who gives an exact equivalent and keeps his eye on the clock; and third, the man who makes his employer's interest his own. It is only the last who succeeds."

Even the last may sometimes fail to succeed for want of appreciation, but it will always be a great satisfaction to him that he has not gone through the world at the expense of some one else. It always pays in business to make sure an arrangement is thoroughly satisfactory to the other party.

ROBERT UNDERWOOD JOHNSON

THOSE who are preparing for business life, I would advise never to enter into any transaction by which some one must lose if they are to gain.

To those who intend to devote themselves to any of the fine arts I would say, "Strive to keep yourselves from envy and jealousy, which are the besetting sins among all artists."

If some are able to anticipate a life of leisure, I would say to them, "As you are not to cultivate the ground, cultivate yourself as you stand on it. Bear in mind that for every year you live, you can make somewhat more of a man or woman of yourself. Whatever else you do, read extensively. Read fiction for fun; read history in earnest; read good poetry as a spiritual tonic. One good book owned is worth a dozen drawn from a library, read hurriedly and returned. Whenever you raise your eyes to the shelf, the mere label of the book recalls something that you have found in its pages."

To all I would say, "If you patronize ball games (I use that as a generic term) take down 'Ivanhoe,' open at the chapter on Ashby de la Zouche and read carefully what Locksley (Robin Hood) said to the Prince who rebuked him for erroneous applause.

"Most important of all, never forget that you are responsible for your share of the great Republic that has been bequeathed to you. Remember that no government can have any value unless it have stability; and set yourself against any fad or fallacy that leads to thoughtless tinkering with the Constitution, on which all hope of stability must rest. Bear in mind that the pretty rabbit, as well as the hideous rat, may undermine a temple that Samson could not pull down."

ROSSITER JOHNSON

THESE young people are growing up in a tremendous time of change. It is more important than at the moment they can grasp, perhaps, that they should learn and that they should keep themselves open to every wholesome and generous mood and thought and act. In-

creasingly, men and women of the earth will have a great part to play—or to decline to play. It is not a question of opinions, but of the character, the heart and mind and life, the individual, himself or herself. I hope for all these young men and women that they will play their part well. I wish for them open minds, open hearts, strong love for humanity, and the will to serve. I wish for them health, joy, wisdom and power!

MARY JOHNSTON

IF some one gave you a machine that whenever you pressed a button, would turn out a brand new ten-dollar bill, you would take good care of it, wouldn't you? You would see that it was always properly oiled and tended to, and you would study it carefully to see what its possibilities were and how fast you could operate it with safety. But did you ever stop to think that each of you *already* possesses an instrument even more marvelous—a machine that will get you anything you want.

It is your *brain*.

Nothing man has ever invented approaches the possibilities of this wonderful mechanism that you possess.

In the first place, it is a vastly better recording machine than any phonograph. Everything you ever have seen, have heard, have read, is stored away somewhere on the memory shelves of your brain. It is there for your use. How much use you get out of it depends entirely on yourself and how you cultivate your memory.

Your brain is always trying to help you. You pass some one on the street. The face is familiar, but you cannot

recall the name. Perhaps two hours later the name "comes to you." Your brain, without your being conscious of it, has had tracers working along its memory shelves, to find that name for you.

But even more amazing than its memory powers, are your brain's creative possibilities. Everything big that has been accomplished, at some time existed only in somebody's brain. The Woolworth Building, the Brooklyn Bridge, electric light, wireless, the radiophone, once were just thoughts in someone's brain.

Anything you want in life, your brain will get you, if you give it half a chance. Rockefeller, when he was your age, told his brain that he wanted to be the richest man in America. His brain gave him his desire.

A farm boy I knew years ago told his brain he wanted to travel. It seemed a preposterous order. He had no education, no money, no opportunity. Yet when I met him again the other day, he told me that he had been all over the world. In all he had traveled over 800,000 miles in Africa, China, India, South America, Mexico, and he was still at it. So if I were you, young ladies and gentlemen, looking forward to a business career, I would decide *now* what I wanted to get out of life. I would tell my brain about it, and put it to work.

The world, as you may have discovered, contains two classes of people, those who work for others, and those who get others to work for them. A successful business man is in the latter class. Make up your mind now to which class you wish to belong. Tell your brain about it and it will do the job for you.

But be careful in making your choice of what you want out of life, that you go after the right thing.

Great wealth does not bring happiness. Enough for comfort, a good reputation, and the pleasure of helping other people, make life vastly more enjoyable than looking at a lot of figures in a bank book and worrying about your income tax.

WILLIAM JOHNSTON

FIDELITY to ideals—this is the first great desideratum in the seeking of success. Granted that the ideals are high—too high, perhaps, ever to be attained—yet in striving to realize them the spirit is ennobled, strength and confidence increased, and the world made a better place for our own lives and the lives of others.

DORIS KENYON

THINK things out for yourself.

Don't be afraid of responsibility.

Don't be ashamed of making a mistake, but don't make the same one twice.

And never forget that the Golden Rule, though it may seem "old stuff," is the most comprehensive, the most enlightened and the most vital standard of conduct, in business and in life.

SOPHIE KERR

A FEW days ago I was talking with the sister of a blind man who in spite of his affliction had won a foremost position as a lawyer. Someone in speaking to him had mentioned sight as the best of all the blessings. "No," said the blind man, "courage is the best of all the blessings." I think this is the message I should like to send. It is perhaps foolish to compare blessings, putting one above another, when each is so great. And yet my experience in life tends to show me that the courageous man and the courageous woman are those who make good in the long run. By courage I do not of course mean mere physical courage, though that is excellent. I mean the quality which gives pluck, determination, and patience to the heart—which holds its own in the face of disappointment—which is persevering in the face of failure—and which means to win in the end if it does not win in the beginning. There used to be current in New England a word which has almost gone out of use. I sometimes wonder if it has gone out of use because the quality it stood for has disappeared. The word was "grit." "Grit" expresses what I mean—something which young Americans need more and more.

BASIL KING

YOU are in the midst of study that you hope will make all your life better worth while. It is well for you to make clear to yourselves *what is really worth while*.

My own answer to this question is this: To *be* what you *ought*—character; to *count* as you *can*, up to the full

measure of your ability—influence; to *enjoy* what you *may*, what it is given to a true man to enjoy—happiness. Character, Influence, Happiness, these are really worth while.

HENRY CHURCHILL KING

SELECT for your vocation in life something that you believe you can *love* to do.

After selecting this vocation, make up your mind that you are headed straight for the Big League. Keep ever in your mind an intense yearning to land in the Big League, which is but a sporting writer's expression for Top Notch Success.

After thus making up your mind, work steadily and faithfully with no let-up on the yearning and wishing for this Top Notch Success.

This may sound like preaching, but it is nothing but a Straight Tip from an old boy of forty-five to a lot of youngsters that he wants to assist.

Keep wishing—and keep working!

WILLIAM F. KIRK

NOTHING will enrich your life, benefit it more, make it more worth living than Art.

Interest in Art will broaden your mind. You will observe things in a new way—the landscape around you, the people, your home, and yourself.

People without Art or feeling for it, only vegetate. How poor is the richest man without the quality of enjoying the

various changes in nature: a misty morning, a glorious sunset! Or he who cannot appreciate beautiful architecture, statues, paintings, the symphonies of immortal composers, the poems and dramatic creations of great poets and writers.

Industry and the trades develop to a higher degree under the influence of Art, and a nation only becomes great if its Art has reached a high standard.

More and more are our business men enjoying the fine arts; they are becoming patrons of the Arts, as at the wonderful time of the Medici's in Florence, and other prominent families and Popes of the Renaissance of Italy. They are collecting art treasures which will ultimately enrich and benefit the nation. They are erecting museums in the different states.

They have realized that life is empty without Art and that Art is a dominant factor for the existence of a great nation.

If you should come to New York to visit the museum, let me know, and I shall be glad to be your guide.

ISIDORE KONTI

MY friends, the things you are doing today while you are training for business are precisely the same in *principle* as you will be doing when you are actively engaged in business. The characters which you are forming today are the characters which will determine your success or non-success in actual business. The physical fact of being in business will not work any chemical or spiritual change in you.

Please remember one thing, namely, that you cannot do a *good thing* in this world without getting a *good result*, somehow, sometime. You cannot obey a *good impulse* without getting a *good reaction*. This is true of what you are doing in your studies today and your everyday contact with others. If you think I am preaching, you are completely mistaken. Making a success in business is no great mystery. It is not a secret formula.

Let me tell you the first thing that flashes through my mind when I am about to make a business deal. It is nothing more nor less than Shakespeare's admonition, "To thine own self be true—thou canst not then be false to any man." If I trick any man in business, I am false to him and some day there will be a reaction against me. Therefore, I am hurting myself when I don't act on high principles. I am not being true to my own self. To drive this home a little better, let me bring it down to the language of 1922 in this way: Be on the level, not only because it's more satisfying, but because it's good business.

If there ever comes a time when you are in doubt whether what you are about to do is GOOD BUSINESS, leave one of the o's out of the word "good" and then ask yourself the question again. Never mind whether the other fellow deals that way or not. Base your own business on Principle, and good things will come your way.

While you're taking a stand for Principle, don't be afraid to get down to brass tacks and work! The amazing thing about work is that after you have seen the workings of work, you'll find that it is more fun than play!

CARL LAEMMLE

IT naturally interests an older man that any young people think he can say to them what will be helpful, but I am embarrassed by my belief that so many of us find it difficult to apply to ourselves the wisdom of others. We can do so only if we succeed in grasping a few principles as standards by which to judge the specific case as it presents itself to us. There is much wisdom in maxims; if your students can apply them, they will find both wit and sense in those that my distinguished ancestor gave to his fellows under the sobriquet of Poor Richard.

I have not yet arrived at the state of being a sage, but I can confidently say one thing: that in the search for happiness we all make all our lives, our most dependable reliance is upon work. Whatever else you may have, you will surely not achieve contentment, never have the full measure of your self-respect, if you are not a worker. And as the business of my eight young friends just now is education, let them try to understand that whatever their capacity may be, the better they are educated, the better workers they can be, and the more *fun* they'll have out of that work.

Let them apply their own minds to the vexed question of today, between the so-called directly useful education and that broader one we term culture. Let them ask themselves, for instance, what a knowledge of history is worth to them. How can they form an opinion? Well, I can't write them an essay, but suppose they consider this: A business man, a merchant, a manufacturer, a financier, a statesman, wants to forecast so far as possible what will come out of the Russian chaos, or what will or may be our future in the vast development of Mexico and South America. Will he be better off if he stumbles around, getting garbled information from a partisan press, and guessing; or if he

knows the whole story of the French Revolution, if his reading of mid-eighteenth century literature shows him men discussing exactly the same problems then that we are wrangling over today; and if his study of the Latin-American psychology, so fully expressed in Spanish and Latin-American writing, gives him an understanding of those peoples?

Lest you accuse me of talking over the heads of these youngsters, let me say that I believe in never talking down to anybody. If they don't grasp my full meaning, but if I excite their curiosity, I shall be content. My best wishes to them.

C. GRANT La FARGE

I JUST do not like the motion of drifting into the preaching attitude that a good many times seems to be occupied by gentlemen who happen not to have become what the world calls failures. Of course, I have an interest in your class and every member of it, and of every other class, everywhere; and would serve them if I might, realizing that, as they are served, we are making the best possible investment in and for our own future.

Tremendous headway would be made if we gave thought to the other fellow's angle. Very few people *willfully* do things hurtful to others; but in the headlong race for what is called success, far-reaching injury is thoughtlessly inflicted, most of which would be avoided "if thought were given to the other fellow's angle." Of course, in all probability, he is just as thoughtless, but that does not excuse you or me.

KENESAW M. LANDIS

IN whatever line of business fate may place you, I hope you will look after your employer's interest, or, if the duties of the situation are not pleasing to you, get out at once and do not injure his business or waste your own time.

An important thing in going to a new establishment is to comply with the hours of work—never to be late in the morning and never leave your desks before the proper time.

This is always a measure of desirability in an employer's eye; he himself notices it and gets more easily provoked by a lapse in working time than by anything else.

To make yourselves valuable in every position, always be ready to take up an unusual occupation and to do it with a pleasant countenance.

BURNET LANDRETH

THE future of the United States is in the hands of the youth of the land who are today acquiring knowledge and training their minds in our various institutions of learning. To become useful citizens is the obligation which every boy and girl, every young man and young woman, owe to the government which gives to them free opportunity to obtain an education.

Useful citizenship means primarily patriotism and the intelligent and faithful performance of the public duties necessary for the conduct of a republican form of government. It means more than that. It means to preserve high standards in all the various activities of existence, so that the broad plane of social, industrial and intellectual life in this country may be elevated. In order to do this, it is a necessary act of one who seeks a liberal education to become grounded in the

principles of our American political system and to know and understand America's traditional policies and the high motives which run as unbroken threads through our history. The tendency today is to seek new and untried theories of government and of social order. It is an unfortunate tendency, as a study of the past will disclose. We should cling to the old idea of a representative democracy which has made this country great and prosperous, and not follow false gods.

To become thoroughly equipped to take up the burdens of good citizenship is the obligation due to your city, to your state and to your country. It is a small obligation compared with the benefits and opportunities which they offer by granting to you the privileges of a free education.

ROBERT LANSING

SIXTEEN million people in the United States alone attend motion pictures every day in the week.

Although less than twenty years old, the motion picture today is the greatest force for education and happiness there is in the world.

The motion picture business extends from the vast studios in California into every city, town and hamlet throughout the world.

This immense industry needs young men and women trained in sound business principles and possessing those high ideals which have ever led our people. If your students are trained in these principles and are imbued with these ideals, the motion picture industry will welcome them and

promises them opportunities which have rarely been presented before to the youth of America.

Never before has there been such need for young men and women trained in sound business principles. This is the age of youth, but proper mental training is absolutely essential if our young leaders of tomorrow are to direct our affairs along those lines of high endeavor which have ever marked American life.

JESSE L. LASKY

THE task you assign to me is a most difficult one. Not that I am lacking in experience and observation which would prove interesting or helpful to students who are receptive, but because its presentation gratis to compulsory auditors renders it ineffective. The young are surfeited with advice, and consequently somewhat deaf to the message.

Perhaps it would be wise to dwell on subjects in the artistic world of which I am a member, for it is unusual, and I am sure you will find therein extreme examples of all phases of emotion, from happiness and great success, to deep grief and the bitterest of disappointments—also the sensation of great individual achievement and public approbation, and likewise its severe condemnation and antipathy.

If I were asked the characteristics most lacking in aspiring ambitious students, I would unhesitatingly name perseverance and industriousness. Hackneyed words they are, but still accountable for the greatest percentage of failures.

The average student is unhappy and depressed if he fails to attain the goal of the moment, or make the desired

progress, or gratify his ambitions in any way. Think of disappointment in any form being allowed to creep into the lives of those who are twenty or less! Or even thirty or forty! This may seem strange reasoning, but permit me to illustrate. I cite cases that surely ought to dispel doubt and inspire the wavering.

If the great artists of the present day were thin skinned, susceptible, and responsive to the appalling amount of adversity they are obliged to contend with, not only in school, which the worrisome pupil magnifies, but in the daily grind—reverses and heartaches of the ten to fifteen years thereafter without recognition or reward, or even encouragement—they would not go on undaunted and persistent.

Last winter Feodor Chaliapin enjoyed probably the greatest success in the history of that house of unlimited successes—the Metropolitan Opera Company—and when he was about fifty years of age. He drew a capacity audience for a matinee with prices raised in excess of the evening figures, and without any subscription list, so great was his popularity. Yet this same man left this city crushed and broken-hearted fourteen years ago—an utter failure.

Mme. Schuman-Heink, the greatest of contraltos, now about sixty years old, worked for the impresario Maurice Grau in New York City, age thirty-eight, for the sum of seventy-five dollars per week.

Mme. Galli Curci traveled the world in opera for fourteen years before she was finally acclaimed in Chicago, a few years ago. Now her average compensation in recital is in excess of five thousand dollars nightly.

Rachmaninoff, the wonder pianist, a name which taxes the capacity of any hall, left here fourteen years ago a failure. Also about fifty years of age.

Caruso, according to the files of the public library, received little aside from strong criticism fifteen years ago—or age thirty-five. Yet he amassed a fortune of three million dollars and died the greatest of tenors at fifty.

I could submit instances and proof indefinitely, but my intent must be clear now. It may be summed up in the thought—If some of your talented pupils who are now unhappy or disgruntled, or imagine they are, were sentenced to further study for a period of ten to fifteen years, several hours daily, with a meager existence, many sacrifices, and almost totally ignored, *how many would survive?*

All the great and magic names mentioned above endured just that sentence—and commanded the respect, admiration and unstinted praise of the world. These artists and many others unnamed, who now draw from the purses of your students the sum of \$2.50 to \$7.00 for a ticket to hear, see, and applaud them, passed their thirty-fifth year in misery, silence and study, so that they would be prepared for the day, their day, still in the future, when the recognition no longer could be withheld—that is the word, withheld—for surely this is attainment earned.

There is so much glory and success between the ages of forty and sixty years that it is all beyond the conception of young students.

I am thirty years of age, and have appeared in leading roles in the three principal opera companies in the western hemisphere, Metropolitan, Chicago, and Buenos Aires Companies; but, notwithstanding, I never fail to visit my vocal and dramatic teachers when in the city—and *for lessons*. I am *not* among those who through success, age, or other reasons, are ashamed to continue to buy tuition. Furthermore, it is my intention to go to Germany next year and

serve one year of routine in both major and minor parts to better fit myself for the repertoire of ten years hence.

Children of twenty, be courageous and persevering; life holds so much for you—and only to be attained by arduous labor. It is sinful for the talented to elect to a mediocre existence, when study and concentration at twenty or thirty will elevate you to the highest pinnacles.

I graduated from the Ursiline Academy, Milano, Italy, ten years ago, reasonably proficient in scholarship and languages, and now I confess to going back to Europe again for more studies.

I am interrupting my career and income, to again become an ordinary student, *but*—and I do not say it boastfully—I *will get somewhere—by study.*

CAROLINA LAZZARI

I HAVE wondered how you came to call upon *me*, an old man of 87 years, for a word of inspiration and encouragement for your young men and young women. *Perhaps* you have, in some way, heard that I am an old teacher of some 50 years. I wish I *could* drop some word to cheer you young people along the royal pathway.

Let not yourselves be discouraged through fear of lacking genius—so called; Edison's definition will be good to remember: "Genius is one-tenth inspiration and nine-tenths perspiration." It was Lincoln who revised the old, old adage into "Honesty is the only policy." It was Roosevelt who embodied in the largest measure the spirit of Americanism.

With the *integrity* of *Lincoln*, the *genius* of *Edison*, and the *spirit* of *Roosevelt*, and John B. Gough's injunction, "Keep your record clean," you young men and young women cannot fail.

BENJAMIN F. LEGGETT

TWO thoughts which recently came to me are perhaps worthy of being improved by keen, young minds. I think the thoughts are new. One is: We live this life in order to find out what is going to happen next. The other thought: Hate, love, success or failure is regenerative, and can be compared to the regeneration of sound in radio-amplifiers. For instance, all of us send back what we receive, magnified. Greet a friend with a cheery word and he will smile—greet him with a frown, he frowns back, words are passed, hate springs between, and a fight probably starts.

HENRY LEVERAGE

POSSIBLY when you learn that I have reached the age of eighty you will be quite ready to accept my counsel, but, again, some of you may think that I am too old to know what I am talking about.

At any rate, let's begin by taking my own case for example. One day, sixty-five years ago, I put on a clean paper-collar, washed my feet (we went barefooted those days), mounted a mule and went to town seeking advice as to my future business career. After the local merchants had

smilingly looked me over and told me just what to do to become President of the United States, I did what most young fellows do today—disregarded it all and followed out my own ideas. The result is that I never became boss of the country, and possibly that is one of the reasons that America is doing business at the old stand today.

Seriously speaking, though, you have your lesson before you in the present industrial crisis, to a great extent. To-day there are many thousands out of employment, who walk the streets frantically seeking work and wondering what is to become of them. While this has been brought about because factories and mills have closed, wholesale and retail houses have failed, and there has been a curtailment in help in concerns all over the land, I'll venture to say that a large percentage of the unemployed are out of positions simply because they failed to make the most of their opportunities when they had the chance.

In other words, they are inefficient—just ordinary help whose services can easily be dispensed with and whose work never attracted any attention from their employers. If you are intending to become a bookkeeper, a stenographer, a draughtsman, or a salesman, always bear in mind that to be successful today in any line you take up you must rise above the ordinary. The business world seeks only those who excel—those who have selected a trade or profession and then burned the midnight oil in their zeal and enthusiasm to become an expert in their line.

So the unemployment situation has a lesson for the student to ponder over and take warning. For the scholar who is making the most of his or her opportunity there is a rosy future ahead in the business world, but woe betide those who are slipshod in their methods and careless as to

the business foundation they are building. As Brother Gardiner, President of the Lime Kiln Club, would say:

“Sum folks has got to be kicked by a mewl, befo’ dey wakes up to de fack dat ole Mistah Opportunity ain’t gwine to skin his knuckles knockin’ on dere back doah.”

CHARLES. B. LEWIS
(“M. Quad”)

IF there is one thing I would like to do, it would be to impress young people with the magnificent opportunities which are not only before them, but within their grasp. Your own great citizen, Mr. Edison, once told me that some day some *young person* would harness radium, and then as much radium as you could put on the end of your little finger would run a flying machine around the world with the sun. Mark you, please, that he said it would be a *young person*, and, if I remember correctly, he emphasized that, in his opinion, it would be some one under thirty years of age, possibly under twenty-five.

I feel that we are just at the threshold of the greatest era in the history of mankind. This particularly applies to business and to all forms of business. It calls primarily for young people of vision, imagination and determination to “get up and get”—in a word, to be willing to work, and, above all things, to think. I think one of the great difficulties of this day and age is that people do not use their heads. They are willing to take the result of somebody else’s head; they are too willing to follow rather than to lead. They lack initiative; they have to be told; they are

not willing to work it out for themselves. I doubt if there is any great will power without imagination and thought. If one has imagination and determination, there will certainly come the will to do.

The world is trying to harness its latent and hidden energies for the use of mankind. There must, of course, be something spiritual back of all these things that seem material. One should not only throw himself into the solution of these great problems with sincerity and enthusiasm, but should also be willing to have the patience necessary to go through the plodding, hard working approaches that lead to the bigger and the finer things, not only for oneself, but for the world.

To equip oneself for this great day, the young boy and girl should have great respect for their bodies, avoid bad habits which will weaken them and cultivate good habits which will strengthen them, and with determination to do and to achieve no matter how seemingly difficult or painful may be the beginnings, to rise above all base passions which call for mere, useless pleasures which degenerate into vices, which are the chief bar in the way of great achievements of Young America.

[BEN B. LINDSEY

I HAVE received your letter of the 19th asking for a message to the young people under your charge. If I were restricted to one sentence only, I believe I would say: Be true to yourself. Many years ago Shakespeare expressed this truism when he wrote Hamlet. But a vital

truth never can become a platitude, and never can grow stale. And it seems to me the earnest acceptance of this maxim is more needed today than ever before. The short and pithy sentence connotes so much. It, of necessity, embraces all the virtues. If a boy or a girl will remain true to himself or herself, success is certain and life cannot defeat them. I suppose there is no mystery about the phrase to any one, but should clarification be needed, I would say that to be true to one's self first of all is to meet existence bravely, with head up, and shoulders square, and a smiling face. That is the preparation. Then comes the resolve to accept only that which is good, and eschew that which is evil. No boy or girl in their 'teens has to be told what is good and what is bad. Then should come the cultivation of what I would call the divine qualities: Loving kindness, sympathy, forbearance. The life which honestly is guided by the creed of love and service cannot go far wrong. It took me a long time to outgrow the despicable feeling of revenge. Now I know it is one of the meanest and lowest emotions a human heart can hold, and it but poisons the sweet water in the well-springs of the soul which harbors it. Remember Stevenson's immortal words: "The man who cannot forgive any mortal thing is a green hand in life." Always be kind. Had I the power, I would place those three words on every bulletin board in the world. Learn to forgive—three other words which should burn in letters of gold on every heart. Then work—and work—and work. There *may* be such a thing as genius, but I *know* there is such a thing as labor, and it is the fruit of labor, honestly given, which makes the world go forward.

EDWIN CARLILE LITSEY

I HAVE your letter of May 4, asking me for a message for your students, and of course I should be glad if I could be of any service either to you or to them. They are being trained for very important work in the world in thus preparing under your supervision for business, which plays so large a part in our modern life. The training of such quality cannot but be of advantage, not only to them, but to the business in which they engage. I venture to express the hope that while they are carrying out the work for which they are especially educated, they will always remember that one duty which should be uppermost in the minds of all young men and women acquiring an education, and that is, that in their life work they must never forget that their first duty is to their country and that the business of the country ought to take precedence over all other and be helped and improved by them to the extent of their opportunities and their ability.

HENRY CABOT LODGE

I AM so glad to send you this letter of greeting and to express my profound regret at the fatality that has checked its earlier receipt.

For young life has always most forcibly appealed to me, and I have been an interested and sympathetic friend to all the hopes and aspirations of youth. For these are just so many revelations of that wonderful process we call "growing up" that controls all possibilities of development, mentally and physically. As citizens of your High School you control the

working forces of its members. In this little world that you now dominate you are getting ready for bigger work outside. Now if there is one thing more than another that our Republic needs, it is the young citizen with fresh vigor, combined with a *constantly increasing* power of self-control, one who has a good grip on himself, to make the Will the master who shall keep the feet in the path marked out for him. This is what our country is waiting for. This is what spells leadership when maturity arrives.

Work for this development of yourselves. Nothing good comes except along the path of hard work. The High School course is an easy path compared to what the world outside will show you. Get ready now for the hard knocks and buffets; the joys and triumphs may also be yours.

HARRIETT MULFORD LOTHROP

I CAN offer no better suggestion to young men and women fitting themselves for the business world than to cultivate the art of thoroughness. Most men and women are superficial; hence their judgment is immature and their opinions are shallow. If the mission in life of young people is to sell shoes, let them know shoes from the soles to the uppers; inside and out; what there is between the inside and outside and how it got there; the past, present and future of shoes. Shoes can be regarded by them as symbolic.

A. MAURICE LOW

VISION seems to me the thing. It is the ability to see far ahead, to read history in advance, to build and work not merely for temporal rewards, but to discern what course will yield most in the long career, and then to follow it resolutely.

Vision. Today the high places are going to those who have it. Some are born with it; the others must train themselves to it.

ORSON LOWELL

OBERVE those men and women already in the business world, and note one thing—that the mass of them are struggling in the slough of mediocrity, that the few who succeed are, almost invariably, conspicuously above the average in some one thing. Merely a passing average, in school or afterwards, is never enough. If you don't want to struggle in the welter of the almost-good-enough, spare no effort to equip yourself as a champion. Then, afterwards, providing always that you do not slack off in this effort, you will never experience the haunting, pathetic fear of the poor clerk. You will never be afraid of your job. Your first opportunity is now. The poor clerk, if he ever had this opportunity, failed to recognize it as such, or else backslid afterwards to "just average." The "just average" is the cheapest commodity in the market. Don't wait for the clerk's experience to teach you. Get this lesson now!

EUGENE P. LYLE, JR.

WHO am I to sound a note of inspiration to those into whose strong young hands the immediate future of America will presently pass? Unless a man were triple-armored in self-conceit, such a task might well make him hesitate.

Yet at this time when, to the superficial observer, anarchy, crime and self-seeking, individual and grouped, would seem to be striking at the very vitals of the world's civilization, I have faith to believe that the great heart of our America still beats true and steadfastly; that the ideals of honor, of truth, of sincerity, of right thinking and right dealing handed on to us by the fathers are still held as a sacred trust by the vast majority of Americans; a majority which is inarticulate, perhaps, and unable to make itself heard, but which forms the vast and solid foundation upon which the future America shall be builded.

Go forward, strong in the sense of your own puissance; strong in the belief that the true American ideals still exist; strong in the assurance that all the powers of evil cannot overthrow that which is founded upon justice, equity and righteous dealing as between man and man.

And may God add His blessing.

FRANCIS LYNDE

"ETERNAL hammering is the price of success." This was the motto of John Hampstead, hero of my first novel, "Held to Answer," and I still think it is a good one for young people.

Dare to aspire! Men and women who are unwilling to dare failure in order to win success are not worthy of success. When the door of opportunity opens, rush in. Do not stop even to see whether there be a floor in the room or not, to speculate whether it may be the door to the elevator shaft. Rush in! Rush *up*! It is the car with the momentum that takes the hill on high. Let's go, fellows, let's go!

It is great to achieve; but greater to have tried to achieve and failed, than never to have tried at all. "To attempt is ours—results belong to God," is a thing I am fond of saying. Will you succeed? None of your business—if it's the thing you ought to do. Dash yourself at it. Dash yourself to pieces if need be. So Roosevelt! So Wilson! So every great burning leader. The bauble is nothing. The flame of soul-combustion is the supreme ecstasy.

Yet one can be too charitable with failure. One must not be too easily content with merely having tried. Win! Get there! It is the extra ounce that turns the balance. Spirit weighs something. Fling it into the scales. Sometimes it is the extra one per cent that makes the superman. It is no longer enough to be one hundred per cent. Be one-hundred-and-one per cent!

Babe Ruth may be only a shade better than other great ball players, but that shade draws more salary than all the rest of him. The extra ounce of drive that he gets into a ball makes a home-run of what would otherwise be an "out." That extra one per cent swinging behind every drive of his, whether it meets the ball or not, swinging day in and day out throughout the season, when gathered in by the law of averages, makes him forty home-runs a year more than his nearest rival. Get that extra ounce into

every drive of yours in the business world and it will tell in dividends.

Success, first won and then held, is not an accident, it is not the result of endowment merely; it is will, courage, the dauntless persistence that *will* get there, that will arrive or blow up on the way.

PETER CLARK MACFARLANE

IN this matter of success—and a true success is what we are all working for—I would say to you young people, don't be afraid to use your imagination. Practical folks I think have been afraid of the word because they think it means idle dreaming. But look at it again: Imagination—the making of images. That's what we are all doing in our minds all day long; we couldn't get away from it if we wished. The thing is to make the kind of images that lead to success and not to failure.

You come up before a task, and if you're in a blue mood you let your mind make for you an image of failure by allowing it to say, "I can't do this. It's too hard for me." Very well, the chances are that if you think you can't, you can't.

But even if you have fallen into this error, climb out in time; set your mind the other way. Let the imagination have a chance. Remember that people have done, and done well, this that you're allowing yourself to believe is going to be too difficult for you. Understand that your abilities are quite largely what you genuinely believe them to be, what you, the ruler of yourself, tell them they are. Anything in reason can be accomplished, if you start by believing it can.

Don't waste time envying the other fellow's success. Success isn't a limited thing. There's plenty of it. What he takes doesn't rob you. If you think he gets it more easily than you, that doesn't concern you either. Envy is an ugly image, hate an uglier—both of them of the sort to contemplate which is to paralyze the live action of the moment—and a limp distrust of yourself is hardly enough of a shape to be called an image at all.

Life is really rich, well able to supply the whole schedule of needs, and then to stand treat all round, and is willing to do so if you joyously expect and trust it: the figure inevitably selected for a treat is the hopeful, trustful, confident one.

Let the image that stands always ahead of the action or the work now in hand, and colors and shapes and vitalizes it, be one of success, of just fulfillment. Then, leaving the finalities to the time of their due advent, get to work.

When your reality arrives, it will wear the garments you gave it, of good-will and reliance and success.

ALICE MacGOWAN

BE careful not to misapply the word "proud" as so many do. But be "too proud" to loaf while someone is self-denying to give you an education. And when you start out for yourself do not say you're "too proud" to take a small job, if some one else is supporting you while you look for the big place.

Rather take the little one. Nearly every man who has made a great success started with the small place, but worked with such interest that he grew up to the best.

And above all, in any position, give interest and loyalty to your employer.

Be "too proud" to accept pay without giving an honest equivalent.

Yet for all we older friends may say to you, you've got to work it out for yourselves.

But whether you call it "a hunch," a prayer or an idea, I sincerely believe that any man who starts out to make a success of a good thing can so concentrate upon it that he gravitates to the best.

HAROLD MACGRATH

AS I am particularly interested in promulgating sensible ideas of thrift, I believe that I can do nothing better than quote for the benefit of your pupils the following paragraphs from my own volume, "The Book of Thrift":

"Getting on in the World"

"How to succeed, how to get on in the world—that is the problem that millions of earnest men and women are striving to solve, each in his own way, but all, consciously or unconsciously, observing the same general principles.

"There is nothing in such an effort at variance with the highest moral standards. In fact, the zealous pursuit of such an object has a beneficial reflex action upon the character, as it has upon the physical and mental nature.

"Saving has a beneficial moral effect, but extravagance, as it usually is acting a lie, is essentially immoral and breeds many other irregularities and sins. On the other hand, temperance and integrity go hand in

hand with thrift. This course is the harder one, but it is doing hard things that develops strength and character.

"Luck is a fetish. Too many persons believe in it, and fall down and worship it. Too often speculation takes the place of industry; gambling, of thrift; extravagance, of saving.

"Earnest men think more of pluck than of luck. But the earnest men are so few in the world, as Dwight says, that their very earnestness becomes at once the badge of their nobility; and as men in a crowd instinctively make room for one who seems eager to force his way through it, so people everywhere open their ranks to one who rushes zealously toward some object lying beyond them.

"That is the way it is in the matter of saving. If a man is determined to save and get ahead, the gibes and jeers of his spendthrift acquaintances will not deter him, and he will have the laugh on them later on.

"When a man realizes that money is nothing less than stored labor, and that the more of it he has saved, the less he himself will need to work, because he has stored labor at his command, he has taken a long step in the direction of financial independence. The genuinely thrifty man or woman is not parsimonious or niggardly, but thoroughly sensible in money affairs. Such persons simply look at the question in this way—they don't know about the future; but they do know that now they are able to earn and save, so they make the most of their present opportunity and prepare themselves for greater ones afterward."

T. D. MacGREGOR

THE American Legion has at heart the making of American citizens. The men of the Legion want a good, straight American education for every student in the country, to make that student a stronger individual and a better citizen. The men of the Legion got a hard education in American citizenship during the war and they know what American citizenship stands for. They offered their lives for its principles and privileges, and they regard it as a very high and sacred thing. The hope of American citizenship lies in the students of today, and the Legion realizes this.

Therefore I am speaking for a million service men when I assure you, for the Legion, that your progress is a keen interest of ours. The further you advance in your education, the more fully will you realize your obligations to the community, to the state and to the nation in return for the privilege of American citizenship. Your turn will come in time to be the builders and defenders of the Republic. This means that a wonderful opportunity and a high duty are awaiting you. Prepare for this time and remember above all things that America is worth while.

HANFORD MacNIDER

PERSONALLY, I don't feel that I have as yet achieved enough in this world to advise anyone how to accomplish anything. So far, my ambitions are still in nebulae. What if I have studied and played over a thousand parts? What if a few of the world's population have been good enough to cheer me on the way? They are, after all, only a few.

I don't believe that a man should be guided by his ambition only; rather by the things he loves to do and that give him joy in the doing. Doing these things *well* and eternally sticking to them may ultimately make others happy; whether it be the alchemist straining through the alembic his joy of a new discovery; the painter in a perfervid emotional outlet dabbing on a bit of color; the captain of industry figuring out a new avenue for railways to open up the country; the actor startled and delighted by some human bit of business he discovers while playing, or even the humble cobbler's pride in putting a peg in a new place while soling a shoe. All these things are individual pleasures, yet they are the fertilizers of the world's progress.

This is about all I can say to the boys: Do your best. Enjoy what you do. Have a good time while you are doing it, and, above all, don't let anybody else tell you what you shall do. Follow the inclination of your own emotional emanations, and so long as they don't interfere with the happiness of others, they will surely make for the joy of others.

LOUIS MANN

IF I had one message above all others to impress upon students, it would be to say that nothing in this world is impossible and that everything is worth trying. This is what I have learned out of a strenuous life. The second is that to be prepared is to triumph and this precaution must obtain in the little things as well as the big.

ISAAC F. MARCOSSON

TELL your students from me that to take care of the body is a good thing, but it is equally or more important to know the laws for the possession of a healthy mind, of a resolute and happy heart. How are we going to develop the beginnings of courage? How are we going to get rid of that recognized fault which blocks our way to success? The fundamental law of all balanced power is self-control.

The part of us which we call moral has three ways of speaking: through attitude, through speech, and through act. If we speak in a whining voice it is almost inevitable that we should be whining inside. If we habitually speak in a tired voice, as so many people do, we shall not only make other people tired but also react upon ourselves, increasing our own weariness.

There is such intimacy between an idea and its physical expression that it is not possible to assume the ready-to-act attitude of attention without bringing to life a whole battalion of attention ideas.

The cowardly thinker should be seen as a menace to any community, but a brave idea has an incalculable leverage power. To stand as if we were strong and had some moral muscle in our spines, to act as if already we were what we intend to be, is one step towards victory.

A brave voice, a brave act, will help towards the real acquisition of the courage we wish to have in our lives all the time.

Tell your students they will find, if they are in need of courage, these ideas and many more in my book called "Courage." If the future looks difficult they will find the book useful. It is based on my own experience in meeting difficulties. Wish them from me, success and happiness.

JEANNETTE MARKS

YOU are training for business in a world three times as big as that your fathers knew at your age; when you are their age it will be ten times as big as it is now. Prepare to grow with it. You can do so only if you learn that it enforces the deeper laws with continually growing sternness and competence. All these laws may be summarized in the word "honesty," and they must be applied to performance as well as to intention. You cannot learn this and the most essential other things if you do not read as much as you can and really understand that which you read. Many people read with their eyes, while their thoughts wander or their brains loaf. Business competence is founded upon aptitude and is greatly furthered by such training as you are getting; but natural aptitude and careful training will not carry you through if you don't think every minute.

EDWARD MARSHALL

ANY person that lives in this great and blessed Country ought to consider himself duty-bound to make his utmost efforts to become a perfect citizen, thus showing his full appreciation and sincere gratitude.

GIOVANNI MARTINELLI

BE harder on yourself, in your judgments, than you are on other people. At the same time preserve your self-respect; it is the saving salt of personality.

Let your service to others be governed, not by their wealth or station, their importance or unimportance in the eyes of

others, but by the impartial measure of faithfulness, human kindness and sincerity on your own part.

Avoid excessive familiarity even with those of your own household. Over-familiarity breeds contempt, and another pithy proverb, a Chinese saying, was on this fashion: In married life let husband and wife each regard the other as his or her *guest*, entitled invariably to gentle courtesy and consideration.

With all good wishes for an effective and beneficent future for my eight unknown friends, I remain

CAROLINE ATWATER MASON

I BEGAN life as an office boy when I was sixteen. Afterwards I became a bookkeeper, then an accountant, and was a salesman for several years. During this period, in order to complete my education, I read constantly day and night. I had nobody to help me, and asked for help from nobody. I made constant failures and mistakes. I was discouraged most of the time, but never had sense enough to quit. I am still making mistakes and expect to, but I have learned long ago that an easy success is much more dangerous than a failure. You can usually recover from a failure, but success too often gets you. I made a discovery one day that a sense of failure was really not so bad as it seemed, because it gave me a mental occupation that kept me absorbed in trying to find out how I could overcome it, whereas when I succeeded at anything, I just sat back and loafed and got soft and paid up for it afterwards. I have

been working all my life shoulder to shoulder with both men and women, all of us trying to earn a living and to do what good we could, and my experience is that reliability is the greatest factor in any human life. It is not necessary to be clever. It is not necessary to be very rich. But if a man is reliable he will win out in the end. When you are reliable you come naturally to have a sense of responsibility, and you learn to be persistent and to control yourself and keep yourself in condition; otherwise you could not keep your engagements. I have gone hundreds of miles to keep an engagement of five minutes, and which was apparently trivial and needless, but never regretted it.

It does not make any difference how badly off you may think you are, there is always somebody else who is worse off than you are. Although you probably do not know it, he is secretly watching you and if you give up, you will carry him along with you; and there may be more than one. You have no practical right to think about yourself or your own personal feelings, because if you do, when you are dead you will be so dead that nobody will ever think of you again. And the world will go on a long time afterwards without you. But if you refuse to be defeated, forget yourself, work as hard as you can for some worthy object, and no matter what you are, just hold your line, then your life will be extended beyond the day when you pass out; and that, in my opinion, is about all it is worth living for. And there is no better fun.

Think of the few (among the many) who are still being remembered, and who are still doing good by the force of their example, who have long since passed away physically. And try to do as they have done.

THOMAS L. MASSON

I AM a trained naturalist and have learned to notice little things and observe them closely, thus gathering a series of facts. These facts I learned to arrange in a systematic manner in my mind. Then when I had gathered all the available facts of any one subject, I searched behind them in order to find laws which governed them. When I found those laws, I was able to reason from cause to effect, and by coördinating a number of laws governing related subjects, was enabled to arrive at definite conclusions.

I see no reason why this method should not be applied to purely business matters. The successful man or woman is the one who has learned to observe closely, to reason keenly, thereby arriving at logical conclusions in regard to all matters.

CHARLES JOHNSON MAYNARD

I DO not understand just why I should have been honored by being chosen by one of your groups. I am at a loss to know what to say to them and yet I am very much interested in the rising generation and should like nothing better than to be able to help in some small way to bring them to a realization of their duties in the world. This old world, if it is to be saved, has got to be saved from chaos through correctly weighing conditions and helping on the economic readjustments.

At the very bottom of our existence lie economic things and our great injustices today can be remedied only through the control of credits. The power at the present time lies in very

few hands. What the people must needs do is to take control of their own credits. The people as a whole receive no consideration from banks, and bankers in turn are but the instrumentalities of a small group of men higher up who dominate the whole of our economic life.

If we can bring the wage earner and the trade unionist in this country to organize banks and put their money in them, and then through these secure control of our own credits, we shall embark on a new era. This would mean, as a matter of fact, a complete reorganization of things, not only in our economic, but in our social and political lives.

WALTER F. McCALEB

THE only suggestion I could make to the group who have so complimented me is very platitudinous—but all the more true for its being proved until it has become a platitude: This is, to get interested in the work itself and do our best to win or achieve. Then if we have failed, we have the comfort and consolation of knowing we did our best and the fault for our losing is not in us. The great incentive should be the race as well as the goal, the fight as well as the victory. Men and women who have succeeded do not stop their work—because the work itself has become more to them than success. Then, too, it is a question as to just what is success—but better minds than mine have moralized to better purpose on this matter.

I would say—this is also a platitude—that a sense of humor, if we can cultivate it, is the best balance wheel in business as well as in our social relations. Good humor

with consideration for others, and doing the very best we know how—right where we are! We can do just as well in our home town, where we know the game and the *milieu*, as in the romantic elsewhere. For wherever we go we take ourselves with us. We cannot even have a good time on a vacation or excursion unless we take it with us, and hence need not depend on the distant place or the people we may meet there.

I sometimes think that big business organizations often get strangled in their own red tape and choked by their own card index systems. I have known of "efficiency systems" that took up so much time that there was little left for the business of itself.

I sincerely believe also that cultivating the sense of reading *for enjoyment*, as well as instruction, is of the greatest value in life. Dickens over and over again, until you know him all by heart, is the best foundation. Then the poets that you can learn to love. There is everything in Dickens.

ROY L. MCCARDELL

BACK in the seventeenth century Bishop Hacket offered this prayer:

"Lord, lift us out of Private-mindedness and give us Public souls to work for Thy Kingdom by daily creating that Atmosphere of a happy temper and generous heart, which alone can bring the Great Peace."

MARGARET HILL McCARTER

I CONGRATULATE you on your opportunity. You not only belong to the most important profession in America, but you have the privilege of associating with youth and having a vital influence in shaping the destiny of our great nation. I have no doubt your students are fully informed as to the wisdom of their course in seeking a real education, and as to the real meaning of that term as well.

Some boys do not seem to know that actual figures show that, on the average, students who remain in school through high school, or twelve years, are actually *paid* \$9.25 for every day they attend school. (Figures compiled by Dr. A. C. Ellis, University of Texas, on request of the United States Bureau of Education.) That a boy who goes through high school has twenty-two times the chance, financially, that the grade school boy has. Thus the grade school boy has one chance in 9,000 of attaining distinction, while the high school boy has one in 400. Not over thirty men out of 10,000 men, who attained greatest distinction in America in its first one hundred years, were "self-educated men." And so it goes all the way through.

But today, when going to school is so well-nigh universal, a shoddy education is taking the place of the genuine in many cases.

Studying to recite, rather than to learn, "any way to get by," "get the answer and get out," is the idea of many. If you can drive home to your students the fact that real education means the development of the faculties for the right performance of their function; that it means the actual mastery of the laws of thought as well as of letters and numerals; and that "what the mind can do" rather than "what do you know?" will be the acid test of tomorrow, you will be able to die in peace and pass to a great reward.

The first part of my mature life was spent catching criminals and seeing that they paid the penalty. I naturally thus came in contact with many "bad" young men and women. For many years now I have been in constant touch with students on their way to the heights, and one fact is firmly fixed in my mind:

Clean ideals, sound character, is the mudsill on which all real success is builded. The fellow who thinks it "smart" to deceive, cheat, "get it easy," is in fatal error.

On this rock of integrity can be built any structure that ability plus hard work can rear, and it will stand the storms, honor the builder and enrich the world.

LINCOLN McCONNELL

IF there is any one thing I should like to say to you four hundred high school young men and women it is this: "Take good care of the present and the future is assured. If we are slack in our endeavors today, the time will come when payment must be made for our indifferences."

GEORGE BARR McCUTCHEON

DANIEL WEBSTER, in the course of one of his great speeches, exclaimed, "Thank God, I—I also—, am an American." Nearly seventy years have gone since Webster died, and as we look over the nations of the

world today, his words come to us with new meaning. The fall of dynasties, the disruption of empires and kingdoms, bankruptcy, hunger and poverty, strife over boundaries, strife over self-government, strife over debts, reparations and territory, have destroyed the peace of half the world.

None of these evils have fallen on us. On every hand are peoples blindly groping for the blessings we have long enjoyed and turning to us for leadership and help.

This place in the family of nations is no mean one to hold, and was not won by chance. That less than four million people spread along the Atlantic seaboard should found a Republic, overrun a continent, found new self-governing commonwealths, and hold them in one unbreakable Union, is no mere freak of fortune. That millions of men and women of every race and clime should leave their homes in the Old World to find new ones with us is a justification of our principles, our conduct and our ideals.

"Thank God I am an American," is no idle sentiment fit only for Fourth of July orations. It is a just pride in what we have done to make good the assertion of the founders of the Republic that all men are entitled to the "inalienable rights of life, liberty and the pursuit of happiness."

Will future generations thank God they are Americans? That depends on the young women and young men about to enter the world of affairs. On them rests the solemn responsibility of seeing to it that America in the future fails not in her duty to mankind. The task is a great one. May you never fail to do your full part.

JOHN BACH McMASTER

I KNOW of no better hint to give these young students than to urge them to inform themselves as to the origin, history and character of our government and thus prepare themselves to preserve its fundamental principles and to perfect it in details where experience has shown that change is desirable. Without good government a people may hardly hope to be either prosperous or happy; and good government will not endure unless the people understand its principles and take part in its management. And so, my young friends, summed in a sentence, my greeting to you is this:

Whatever the vocation you choose to adopt, whether you enter the business, the professional or the literary world, never forget that government bears upon every citizen; if that government be good, wise and liberal, greater success will attend your efforts, greater happiness will enter into your lives. If, on the contrary, that government is bad, foolish and intolerant, then will your life fall short of the goal ambition should set for you. For these reasons, see that you fail not to do *your* part toward making our government effective, liberal and wise.

LEE MERIWETHER

IN sending a little message to four hundred young men and women, I don't know that I can do better than quote (from memory) from one of my own novels—"The Honey Bee"—of which the theme was the effort of a successful business woman to adjust her personal philosophy to the struggle to which she found herself committed.

"What is life but a fight? What is character but the moral muscle developed in the struggle? What is faith but the stored-up memories of past victories?"

SAMUEL MERWIN

IF I could live my life over again upon this pleasant planet, I would study every day the divine lesson of tact.

You may be clever in many ways, your efficiency in certain lines may be of the highest, you may have an abundance of courage, you may have boundless imagination and worlds of optimism, energy and zeal, you may be honest, you may be truthful, you may have keen perception and keen sympathy, you may be devoted to your position in life, and be able to concentrate successfully upon its essentials, but if you have not "the art of all arts"—tact—then you do not possess the greatest of social and business requisites.

With some persons tact is intuitive, but with most of us it is an acquired virtue, born of dear experience, including many mistakes, particularly in saying or doing the wrong thing, or the right thing at the wrong time. Yet tact is not exemplified by what it conceals so much as by what it expresses in a proper way. The taciturn rarely have it, the voluble never. It does not consist in the expression of much or of little. It is the result of such mental discernment as is not given to the average man or woman, but only to the exceptional one. It does not consist merely in speaking or acting in a way unlikely to offend or disturb, as many of the prudent seem to think.

Nor shall you honestly earn a reputation for tact by that dissemblance and ambiguity so dear to a certain order of

minds—minds that are too weak and too meek to face the world and its opinions. For you must remember that tact is not negative, it is positive. It has no earmarks of Miss Nancyism, but only those of a sterling nature. Those women who are “splendidly null,” in the Tennysonian phrase, and those men who avoid giving opinions or advice, are not necessarily to be classed among the tactful, for tact does not evade the issue—it meets and answers it.

Young people should remember that in social and business intercourse, the best evidence of a tactful mind is patient attention and consideration, but these must not be of the conforming, the fawning, or the flattering sort. Simple courtesy—ah, if only we could remember and practice that! Courtesy to employers, courtesy to fellow-workers, courtesy to inferiors.

Address! How many of you know the best meaning of that word? The Standard Dictionary defines it as “skillful conduct in directing or managing anything.” And one-half that skill consists in tact.

Young people should be both receptive and responsive. They should never let a well-meant remark pass without some sort of reply. Nor should they be too readily wounded in what they fancy to be their dignity, nor too quick to rush in with the caustic, the satiric or the violent thrust in return, but to await occasions, to ponder their replies to insolence or arrogance, or to brush it away with a good-humored remark that will smooth the conversational trail without making it slippery.

It is only by tact that you may show your facility in dealing with men and emergencies, and the more you study it, cultivate, acquire and practice it, the greater will be your success and the fewer your regrets.

BAILEY MILLARD

I MUST ask your pardon for not replying sooner to Mr. S. D. Green's letter asking for a few words of sympathy and possibly help in the world which lies before you. As I only recently returned from a jungle trip in Burma, Ceylon, Sumatra and the islands of the east, and have been away a year and a half, I may be pardoned for my seeming neglect.

If my work stands for any message in modern America, it is never to forget the great green outdoors which surrounds you. Live in it, camp out in it, learn all you can about it, for there lies health and strength against the wear of business life. It also keeps your outlook clean and sweet upon life, and banishes that worst of evils, cynicism. For he who knows and loves the great outdoors can never become a cynic, no matter how hard life oppresses him.

If you are interested in the world of the Far East, a reading of my books, published by the Harper's, "In Darkest New Guinea" and "Across Borneo," novels for young men who love the jungle lure, will make those spots on the map vivid to you. There will be four more, the next of which will appear in *The American Boy* early in 1924.

To show you how much the outdoor world means to me, let me tell you that immediately upon arrival in America I took my tents and my children and camped out for two months at a little mountain lake in Pennsylvania, in dear old Pike County, where I was born. And, for the first time in forty-six years, I saw that almost fabulous bird, the pileated woodpecker. He was as interesting to me as the five tigers who made things interesting for me in Burma. Of course I did not shoot either

the pileated woodpecker or any of the five tigers. I'd rather let them live, and learn what I could from them alive.

In conclusion let me draw your attention to a great and significant movement now on foot in America as regards wild life. If we are to save any of it for our children we must begin practical conservation of what we have left. Commercialism has depleted our covers and waters to an extent undreamed of twenty years ago.

The movement to check this is called the Isaac Walton League of America. It is out for a million members, and is already strong in the West. Its president is that great idealist, Will Dilg, my old angling friend. The address of the League is 526 Madison Avenue, Chicago. If you would like to please me, you eight will write Will Dilg telling him you want to form a Trenton Chapter and that I said so. He will do the rest. Once in it, you will get some idea of what a big movement it is.

Famous people like Henry Van Dyke, Gene Stratton Porter, Emerson Hough and the like are heart and soul in it, and they contribute gratis to the League's paper, the Monthly. You can organize a Trenton Chapter with just you eight as a nucleus. Before you know it you will have several hundred members. And a charter is needed in Trenton, the capital of New Jersey, for the work of this organization will in part be political. Act now.

I wish you every success in life and that you will have an abiding love for the outdoors all through the future, no matter what your business.

WARREN HASTINGS MILLER

THE young men and women of today in training have great advantage over those of yesteryear. Our present-day schools are much more efficient in every way than formerly, and if our students take full advantage of their opportunities, there need be no end to their accomplishments. In this day and age more than ever before, it seems to me, there is a great demand for properly trained, alert, conscientious and honest men and women in the business world.

The old adage, "anything worth doing is worth doing well," is a mighty good one for everyone to adopt. Doing what we have to do well, making the most of our opportunities, and a sufficient amount of determination, are qualities that success depends upon.

Of course, to make a success along any line, a clean mind is necessary, and it has always been a contention of mine that a clean body is necessary before a clean mind can be possible. Proper exercise, plenty of fresh air, good wholesome food and proper care of the body in general, are all conducive to a clean, an alert and active mind.

TOM MIX

TO take as a principle in life that they will go at the thing they undertake as zealously as they can and stick to it in spite of discouragement and disappointment. Finally, that when they have finished a job of work as well as they think they possibly can, to take a long breath and then put in a last ten per cent of effort, which in many cases will make all the difference between a moderate success and

a great big success. That last ten per cent of effort, when you think you have already done your best, is what often decides whether a man or a woman will be numbered among those who do real fine things or will only count among the half failures. I should like to think that my particular double quartet of the Senior High School of your city will number one or two at least who will put over the big things.

CLEVELAND MOFFETT

ALL I can say to your pupils is that probably the greatest satisfaction in life is to so use the faculties that nature has bestowed upon us as to be constantly rendering service to others, and steadily to enlarge our horizon and sphere of usefulness. Anyone can exist like an animal, but to really live and vibrate force for good is what distinguishes us from the barbarians!

HENRY MORGENTHAU

YOU are starting out in life at the most critical hour humanity has ever faced. It rests with you, with the coming generation, to determine what the future of this country, and in connection with it, the future of all the world, shall be.

We, who stay at home, have no conception of the state of confusion, of despair even, that exists in Europe today, nor of how those stricken nations turn their eyes towards this pros-

perous and successful democracy for spiritual sustenance as well as for material help. They want our money, but more than that they want our idealism, our hope, yes, our faith in the future.

You say you do not know what to do. I say to you, keep your mind open, and your heart. Learn all you can of the rest of the world. The better you know the people of other countries, the more you will find them exactly like yourself. Think of the world, all of it, as one great family, the members of which are your near relatives. Love them all, help them all. Only thus can we come together and the wounds of humanity be healed.

Be loyal, not alone to your own country, but to the great brotherhood of nations. Do not let your first question be, Is this best for us? Rather let it be, Is this just to all? Some of you will occupy high places in business and as statesmen. Power will be in your hands. All of you will be able by the power of thought expressed or unexpressed to influence the movement of events.

I would suggest for your watchword those immortal words spoken by Lincoln in another crisis in our history: "Let us have faith that right makes might, and in that faith, let us to the end dare to do our duty as we understand it."

MARGARET W. MORLEY

YOUNG people are idealists and the tendency is almost wholly toward approval of a good example set by their chums as well as by their teachers. The intolerance

that goes with youth is in fact one phase of idealism. Were I a teacher I would impress each and every young man and woman with the fact that he or she is a living, moving example during every single day of life. This belongs among the unconscious elements, but makes a deep impression in the storehouse of the subjective mind. A young man or young woman who avoids criticism of others and turns all of that energy toward making himself or herself a first-rate example of manhood or womanhood is followed eagerly by a number of others who would fly quickly in the other direction under the influence of criticism of their behavior.

Business methods followed in the spirit that was shown by John Wanamaker, for example, not only lead toward his millions in the end, but insure honor and respect of a good citizen. During very many years of observation and acquaintance among hundreds or thousands of men engaged in business I have seen failure come from only two causes—illness and feeble ideas of right and wrong.

With the enormous development of business that is ahead of us in this country there must be a joy right now in the heart of every young man and young woman who sees clearly what may be accomplished. There is one feature of daily life that is never appreciated by young people, their being watched very closely by each other and not aware of the fact. The ones who develop sterling qualities are not informed that these qualities are being observed daily, but in later life these are the folks who are placed in responsible positions by their fellows. The most important business matters are made on a basis of trust dating back to the school days or college days.

ROBERT T. MORRIS

YOUR letter puts me in a quandary. I've come across many bits of unctuous advice given to adolescent Young America which boiled themselves down into platitudes and did not ring true—seeing they appeared to be preachments not practiced by the preachers. The copy books are full of them and they are as futile and bombastic as the stereotyped, spread-eagle Fourth of July oration.

Inspiration, to my way of thinking, when applied to ordinary lines of human endeavor, means just two things: a definite goal and unending hard work. There is no poetical yapping in that, no soft allure, no trust in fortuitous chance, no gamble with fate. It strips off the gauds, and resolves itself into a dynamic proposition, a formula in which X energy equals success. To work hard aimlessly is to tread the mill in vain, and leads nowhere. Many men have worked hard all their lives and are where they started from. There is needed a second term before our formula becomes a worthy one. Choose a worth-while goal, and work hard. Here we have the energy directed along one line: the eyes fixed on one end.

This is from my own experience. For years I shot my bolts indolently and broadcast—and hit nothing. Year after year found me in the same place. Then I gave hostages to fortune, picked out a difficult target and began to sweat in good earnest. Before this my publishers had to use a crowbar to get one book a year from me, and sometimes failed to get that. In the last twelve months I have written three and begun a fourth. I'm going to attain my goal—and the joke of it is that the winning of the goal will only provide me with a new place to jump from! Anything else would be stagnation, and we all know what that is and what it leads to. Aim high, work hard—and keep on working.

I am afraid I have failed you, but you will know it is not because I ignored your request, nor gave it no thought. The more I thought about it, the more hopeless it became. There is no inspiration here for your class, but there is a disagreeable prescription. Perhaps you would do better to let my name pass by in silence, although this is optional with you. I could have preened my feathers, cocked my head sidewise and uttered gems of wisdom in rhetorical smoothness; and then, righteous in the sense of a noble duty nobly performed, waddled to the end of the perch and yelled for a cracker. Inspiration is largely another name for increased respiration due to hard work. Sweat, and get there!

CLARENCE E. MULFORD

I HAVE been asked to say something helpful to a class of business young men and women. A writer is not supposed to know much about business, and yet, it seems to me that the same principles should govern all branches of work, whether it be in the realm of industry or art. So I have concluded to consider "business" from the writer's point of view, and perhaps we shall find some applications to your form of effort.

I am going to use as a basis of what I say my answer to the first of a set of questions recently sent me by a high school girl of California.

This question was: What are the personal qualifications for successful authorship?

Reply: The supreme personal qualification for successful authorship is the spirit of, "Do it or die!"

Other qualifications are: capacity for painstaking, willingness to do drudgery, optimism, fertile imagination, a habit of observing closely and taking note.

Applying this to business, unshakable determination to do the thing you have set out to do is a prime requisite. The business man or woman can no more succeed if he takes his work as a routine thing of the moment, with only lackadaisical effort, than the author can sit listlessly and wait for the fairy gods of prose and verse to move his listless fingers. Determination to "do or die" must characterize the modern spirit as never before, for the competition of today is tremendous in every line, and only the determined will climb to the top anywhere.

Another qualification under this question is capacity for painstaking, but I cannot imagine success and pessimism paired off and going together anywhere!

The next qualification is fertile imagination. You will feel that it goes without saying that an author must have imagination, and will need no convincing on that point. But, really, it seems to me that imagination is just as necessary in business. If one has not the imagination to vision an expanding career from the first, seeing from day to day not only the task for its working hours, but possibilities to be won—the goal at the end—I cannot imagine that person as ever climbing very high. If you are learning typewriting, there are perfect pages before you, just ahead, and then a combined speed and accuracy that will yield a splendid position of trust and responsibility, with a salary that can flower into all sorts of delightful things! So with other branches of business instruction.

The final qualification for authors is a habit of observing and taking note. Now, this exclusively for the author, you

will say, who must study life and nature closely and take notes for future use. But let us see. Suppose you have that fine position which you covet when the course is finished, and you begin an untried cipher in some business establishment. There is not much chance of advancement you will feel, perhaps, but suppose you begin by concentrating upon your opportunities—suppose you watch closely the one under whom you work, anticipating needs, getting hold of every detail of your department, then boldly peering into the trend of the just plain, old-fashioned painstaking—attending to every little detail that goes to make a perfect whole! But, I have had so many typewritten letters recently from copyists who wish to copy for me, and who warn me that the appearance of a manuscript largely determines its fate, that I am impressed anew in my own work, and feel that with this young business generation painstaking is having a renaissance!

Then next comes willingness to do drudgery! Perhaps you think there is no drudgery in simply sitting down and imagining what story-people may do. Then setting it gaily down on paper. But if you might get behind the scenes, so to speak, of a book, you would see page after page hopelessly interlined, section after section cut and pasted over, again and again; line after line, perhaps blurred with tears when a character simply refuses to say things in a way that he should, or the entire story seems to fall to pieces in the author's hands! Marks of drudgery mar the first copy from end to end—and yet, perhaps, when copy after copy have passed through the mill, there finally emerge clean, straight-forward pages, with thoroughly reformed, orderly marching characters in a story which makes its nice bow to the public and brings to the author reward from a thousand sources.

You will also find painstaking and drudgery a necessary pair in your business course, I think.

Optimism is my next qualification for an author. There may be some pessimists who write books—some sound as though they come from such a source—but you may be sure they are never “best sellers,” neither do they help the world in its struggles or sorrows or fun! And my private opinion is that no genuine pessimist ever really completed a book and got it into circulation. Of course I do not know about business in the restricted sense, a business as a whole; but by keeping your eyes open and your mind alert all the hours of your working day, at least, I guarantee your task will become a vital one—not simply a time-filler and a money-getter—while, almost without fail, promotion will come your way before many moons. Observe and take note—and it is a splendid thing if one begins practicing it while taking a business course, for thereby many things will be woven into the course for you which are entirely left out for your careless neighbor.

Lest you think this writer is a specialist in sermons, I shall leave you here, thanking you for having listened to the observations of a writer on practical business, and wishing for each one of you the highest success in his or her undertaking.

ISLA MAY MULLINS

YOUR letters both of January and May were forwarded and I regret to say did not reach me until yesterday. The probable reason is that I have for a long time been in the jungles where the chances of receiving mail are very slim.

Inspired by the prophecy of Cecil Rhodes, that some day a railroad would be built that would extend from Capetown to Cairo, and the route would be all red, I came to Africa to make the journey which is now possible, by rail and water, with a walk of about 289 miles. For the first time in history one may now cross the continent of Africa and not leave British soil.

When I was a senior in high school, my one ambition was to travel and see the world. I felt that nothing so broadens one as a knowledge of how other people live and thrive on this spinning sphere. With this thought uppermost in my mind, I did not rest until desire became an accomplished fact.

Since my school days I have traveled five times around the world, crossed the Atlantic fifty-nine times and the Pacific twenty-eight times, visiting in my journeys all countries and almost all the principal islands. Were I to make a choice, I would say that ever since my trip through Africa fourteen years ago, with Colonel Roosevelt, my keenest desire was to return there.

With the aid of a noiseless camera patented by my photographer and some wonderful telephoto lenses, I will bring back to America the most marvelous collection of wild animal life that has ever been seen on a screen. Combining patience with hardships, we have secured close-ups of practically all the beasts and birds that roam the plains and inhabit the jungles. These are not the usual distant, hazy, jumpy pictures, but so near that one may almost imagine that he hears the breathing of the animals.

In a short time this "Cape to Cairo" tour will change greatly. With the joining up of the railroads and the advance of civilization, just as in our own country, wild animals will

gradually disappear and the savage will don European garb and lose much of his picturesqueness. Therefore, this trip taken now is unique and has no counterpart elsewhere. Africa is the only continent that is not an open book; to cross it before it is changed by the advent of the iron horse and the coming of the white man is a privilege.

My message to your students is the old proverb, "hitch your cart to a star." Let everyone set a goal, even if it seems unattainable, and then strive to reach it. Ambition is kept alive only by the desire to attain; without a real object in life there is no incentive.

E. M. NEWMAN

IF I were asked to what subject young Americans should give their first and most earnest attention, I should say: Politics!

Literature, music and the fine arts are not negligible; science and business are of great importance, of course; but unless we master the science of government, our boasted democracy will come to grief as sure as the sparks fly upward.

Much of the machinery of government is placed constantly in incapable hands. We are forever experimenting with new-fangled devices which often do not work simply because the public loses interest in them after they are adopted. No device of any kind is of any use unless it is supported by public sentiment.

All this is trite. Every high school and college in America provides courses in civil government that are designed to impress upon the student the importance of a sincere attention to politics. But we are governed largely by second and third rate men. In municipal government markedly there are lamentable evidences of a general apathy, a meek acceptance of incompetence. Here again, no device, such as the business manager plan, is of the slightest use unless the electorate practice eternal vigilance.

It is a sad commentary on our patriotism that so few men of the first order will accept political positions. In time of war, yes; but it's patriotism in time of peace that counts! To be mayor of one's city might well be thought a coveted honor, where the chance to serve is so great. But it is not so. The office is more likely than not to be captured by a third-rate politician to whom no serious-minded citizen would confide the most insignificant responsibility of government.

There's no dodging the duty. It's no excuse that politics is a "dirty" business. It's "dirty" only because we are so ready to leave the whole thing to the unclean.

I have no patience with the idea that the people, somehow, in the long run, may be trusted to do the right thing. There is no essential genius or morality in a crowd. We have had some narrow escapes from disaster through this blind confidence in the innate wisdom of majorities.

Here's a business that calls loudly to the patriotism of young America. All spiritual and cultural forces are crippled unless America is intelligently and wisely governed. The man who tells you to keep out of politics is a bad citizen. Go in! Go in and carry with you every ounce of ginger you've got. If you don't like the nominees of your party

after you've done all you could to get the best, scratch your ticket. Don't be a clam; be an upstanding American and follow the gleam of democracy.

MEREDITH NICHOLSON

I REGRET sincerely that I had no opportunity to tell you at once how deeply I appreciate having been made the choice of one of your groups of students; I don't think anything could be more touching or gratifying to a woman reaching middle age, who has had her own hard fight for recognition and ideals.

Will you tell them that when I look back at the more than twenty years between me and my own student days, my most definite regret is that I did not realize, as a girl, that the valuable thing in life is the *ideal*, rather than the tangible thing. Girls and boys set their hearts upon some special material advantage, and try in their inexperienced way to grasp it, when all the great joys, and the unforeseen opportunities and successes of life, come to those who adopt an ideal of service, of wisdom, self-control, and let the great forces themselves take care of the details.

I believe that if such a group of eight said to themselves, "We will be honest, simple, industrious, and our hope will be to serve, rather than to be served; to help, rather than to expect help; and to build with love rather than ever to try to clear our roads with jealousy and hate," then every one of those eight would become one of the really significant men and women of, say, 1935. We are all sailing under sealed orders in this life, but there are light-

houses on some of the shoals, and surely no modern essay upon ethics contains more of them than the Sermon on the Mount.

No poem that I know means more to me than this one by Louise Imogen Guiney, one of our own New England women, who died a year or two ago.

"Take temperance to thy breast, while yet is the hour of
choosing,
Arbitress exquisite, of all that shall thee betide,
For better than Fortune's best, is mastery, in the using,
And sweeter than anything sweet, is the power to put it
aside."

KATHLEEN NORRIS

IT is not at all difficult to make a living, or at least to get one. Almost everybody does that. None dies of starvation in America except willfully or pridefully.

But there is a difference between making a living and making a life. The first question to ask about business is, "Can I go into this business and work for it intensely with the approval of my conscience and with benefit to America?" "Shall I love this business?" "Can I enter into it with enthusiasm?"

I once bought a large stock farm. A friend said to me, "Do you love a cow?" I answered, "What do you mean?" He said, "Do you love to work about a cow and clean her?" I said, "No, not particularly." "Very well," said he, "you

will not succeed." In a year I had sold my stock and turned my barn into a studio. A man's heart and soul must be in his work.

If it is good work, worth doing, and requiring some skill or patience or push, the worker may love it so well that he is bound to produce good things.

There has been since the invention of machinery in America a tendency to standardize and de-humanize personality.

The little touches of individual taste or skill which a man puts out in a piece of work in which not only his hand, but his brain and heart are absorbed, are the features which give it permanent value and a hold on the sentiments of the race.

In the matter of the quality of one's work ask, "Is it good enough to give to my mother or to my sweetheart?" "Will it stand the test before God and man?"

A moderate amount of work well done will in a hundred years be one hundred times more manifest than a great amount of work shoddily done, for this will pass away and be forgotten, or if it survives it will be a disgrace. The worker ought never to forget that he is greater than his work, but not above it.

The dome of St. Peter's existed first in the dome of Angelo's brain, and although he builded better than he knew, he dreamed far beyond his accomplishment, and could have done better another time; whatever you do, the important thing is the reflex action upon yourself. How does your work leave you? If it makes you a man, it is a good work.

All work, anyway, is to develop the grandest manhood and what you are at last; how big and broad and deep and strong and sweet you are is the main thing. If work develops you, it is good. If it stunts you, it is bad.

WALLACE NUTTING

THE message I would send to the four hundred young men and women training under your supervision is directed toward their reading, with a desire to emphasize the importance of *how* they read. We hear a great deal of the importance of the selection of books, but not nearly enough on the even greater importance of the manner in which the reading is done. Jeremy Collier once said, "A man may as well expect to grow stronger by always eating, as wiser by always reading. . . . It is thought and digestion which makes books serviceable." The ancient humanist held himself receptive to truth from whatever source, but he also appreciated the responsibility resting upon him to give it out again made richer by its contact with himself.

If, then, the young people under your supervision can be made to realize that the paper, the type, and the binding of books they read are merely the vehicles which convey to them truths which are entrusted to them as stewards, and that it is their privilege, after assimilation, to pass these truths on in richer form to those around them, they will restore books and the contents of books to the proud position they held before they became so numerous.

WILLIAM DANA ORCUTT

I HAVE recently been thinking over my own school days in the City of New York, with their many amusing, encouraging and discouraging incidents. What I treasure most in the personality of the many teachers I recall since 1869 is the element of inspiration which sprang from their own personal enthusiasm. I do not recall the facts they

taught me and I could not pass an examination in any one of these subjects today, but their inspiration is still with me.

You will be interested to know that my desire to explore and to pursue a scientific career was not suggested by any of my teachers. It came entirely from within and prompted me to forego many pleasures in order to arrive at a certain end. My first excursion was a geological one, while a youth of seventeen; this led indirectly to the explorations, geologic and geographic, which I now have the privilege of conducting in all parts of the world, in every continent. This may help you to see what may be done from small and simple beginnings, from a geologic excursion near home in which one does all his own work.

Beginning at the bottom seems to be the best rule in every department of life; it will interest you to know that in everything I have ever undertaken—in geology, zoology, palaeontology, psychology—I have begun at the very bottom, doing the very hard work myself with my own hands. The only way to reach the top of the ladder is to do a lot of hard work and hard thinking at the bottom.

HENRY FAIRFIELD OSBORN

THE great asset that the youngster has is energy. He—or she—doesn't have to go after this. It's there. He doesn't know its value, and never will, until his energy begins to wane. The one thing that the youngster lacks is experience. His elders would trade, willingly, all their experience for that energy which the youngster gets for nothing. If the youth knew the value of what he's got, nothing could hold him in.

There are things, however, that *seem* to hold the educated youngster in; things that, to *his* mind, hobble his feet; block his progress.

The one unfortunate feature of education is that it lifts the student above his surroundings, above his people. Each generation is better educated than the last. The youth, with knowledge, wants to begin a career on equal terms with all his fellows, or with the best of his fellows. Education has placed a restless desire within him for self-expression. He wants to be somebody, wants to accomplish something of his own working out. He asks *proper tools*, demands *satisfactory* surroundings. He feels hampered by his relatives. He feels hampered by his environment. Fresh and energetic as he is, he feels that there is a staleness about the atmosphere in which he is forced to live. If he could cut loose from all his ties, if he could be thrown absolutely alone and unfettered in some strange city, then, it seems to him, he could carve his way and make a name. If he could start fresh and make his own circumstances, he could succeed. He wants independence, he wants equality with all his fellows. But things, for which he is not responsible, so often seem to baffle him. The street he lives in, the peculiarities of his parents, relatives, friends; hidebound prejudices of, for, or against his race; the *rut* into which he has been placed by others than himself—all these things hamper him. Or so it seems. Twenty years from now, nay, even ten years from now, he will look back and see that none of these things is of the slightest importance; that none of them should have had the slightest effect upon his career. Youth is too sensitive. It is too blind to those matters that are vital. The fancied opinions of other people weigh too heavily.

Now education is the one thing that ought to lift youth above the influence of the disagreeable or the undesirable. The youth finds himself in a rut not of his own making, the victim of circumstances for which he is not responsible. Education of itself takes him out of this. I do not mean that it eradicates the disagreeable or the undesirable (whether real or fancied) in his surroundings. Education puts into him the conviction that, even though he must still suffer the drawbacks that he fancies he suffers, these drawbacks do not and cannot cramp his style or prevent his progress. It is the pet theory of the psycho-analysts that self-expression is so often the direct result of restraint, of untoward environment. The man with a drag on his heel develops a stronger stride. He has to.

This thing that we call education is a fearful and wonderful thing. It keeps us forever restless, forever interested. Its chief value, to my way of thinking, is this: Not so much that it opens up new and original lines of thought, not so much that it develops ability to make big money, or a big name. But that it enables Tom, Dick, and Harry—and their feminine opposites—to realize that surroundings, and narrow-minded people, and prejudices are actually of little importance in the development of youth—that they only seem to be; that the solution to all the youngster's problems lies within himself. The unintelligent, uneducated individual may well be appalled by his environment, his handicaps. Given the energy of youth, given the intelligence that education brings with it—and nothing else is needed. It is all there. There is nothing that can hold youth back, if it only knew it—which it doesn't and never will.

WILLIAM HAMILTON OSBORNE

YOUR very flattering request for words of wisdom has been waiting all this time on my desk for an answer. Will the following do for your eight young men and women whom I thank most heartily for the goodwill expressed in their request?

An understanding of nature is the broad foundation on which all knowledge rests.

Long ago Solomon, the great head of a great business-getting race, said it: "My son, with all thy getting get understanding."

Because

A well equipped mind is more than a storage warehouse of facts, and

A well managed business is more than a money getting machine,

And especially because

The business of living rightly is the greatest business of all.

WINTHROP PACKARD

MORE and more I am convinced that there are no short cuts to success nor any substitutes in business for the old-fashioned doctrines of honesty and thoroughness and regard for the Golden Rule. This era of jazz and get-rich-quick and contempt for discipline will pass. There are lots of things wrong with the world, but they will never be made right by throwing overboard the manners and morals and restraints which the human race has been painfully acquiring through many centuries of its slow progress toward civilization.

I have all the faith in the world in the younger generation, but they are liable to forget that whatever we have that is worth having has been won by hard toil and sacrifice and the plain gospel of duty. The curse of American business in recent years has been too much pep and "efficiency," and too little integrity and sense of honor. The foremost business men will tell you this and they are trying to swing things back into the old paths. I hammered these ideas into a brief article published not long ago, and it will interest you to know that the president of one of the greatest manufacturing corporations in this country wrote me to ask permission to reprint the little sermon in a pamphlet to be sent to their hundreds of branch managers and salesmen. So you will see that I am not out of date with my insistence on the simple, old-fashioned virtues.

The recent Conference in Washington to limit armaments was based upon the recognition of the Golden Rule as essential to the salvation of humanity.

RALPH D. PAINE

I SUPPOSE that every normal being seeks joy. Many fail in the quest because there are so many counterfeits which they follow as false gods. Banks cannot prosper with counterfeits; business cannot succeed on a counterfeit basis—neither can a human life. Integrity is the key to a good name and a good name is retained by everlasting vigilance; it is easy to lose it, because it is harder to build up than to destroy. These are common-

places, yet it is remarkable that withal they are so much disregarded. I have been thinking a good deal about joy—real joy. It is not found in envy, nor in dissatisfaction with one's lot, nor in shirking duties, nor in numerous counterfeit substitutes for a real life, but

Joy, staple and secure,
The balm that will endure,
In sacrifice is sanctified—
Just overcome yourself!
For that speed JOY!

Such joy makes of us good friends and good citizens.

VICTOR HUGO PALTSITS

AT an election meeting in England, one candidate has been speaking much of his ancestors' work for the town, and of his family's long connection with the place. His opponent who spoke next said: "My opponent stands on his ancestors. I stand on my head!" That is my advice to young people who want to succeed in business today. Do not expect to stand on luck or influence or "pull." Stand on your head! Be one who knows! Have your facts accurately, observe definitely! Do not trust to anything except knowledge! Be geared on to reality. The best service anyone can render to his country is to know his business thoroughly, to do it as accurately and perfectly as he can, and never to be content with what he has accomplished.

You can never do this alone. You can only do this as you generously help the men and women of your business world to achieve and succeed as you are doing.

When you die let it be said of you, "He succeeded, and in his success he helped hundreds to succeed with him."

Every one of us can help to lift the human family just a little out of the mire of poverty, disease, injustice, vulgarity!

J. EDGAR PARK

IT is no light thing to speak to a number of young people that are getting ready to go out into the world and be a part of the life of these busy and strenuous times.

It requires a threefold preparation. You need to be prepared in the first place to do well, and not only well, but excellently well, the particular line of work that you are preparing yourselves to pursue. With all the competition that you will have to contend with, it will not be easy to keep in the forward ranks. There is no stimulus and no satisfaction in being only partially successful. And success has to be earned. It has to be paid for by sterling preparation before you begin work, and just as sterling urgency of service after you get into your work. Life has its play side. It is still true that "all work and no play makes Jack a dull boy"; but if, while you are in school and after you come out of school, play is the uppermost thought in your mind, and to see how you can get along with a minimum of hard work, you will be a failure. And it is better for you to understand it now than to be ten or twenty years in learning to understand it.

Again, you need to be prepared to resent the evil allurements of life, and it is never too early to take a firm and uncompromising stand against what is evil in thought, word or deed. It is easier to walk erect than it is to pick one's self up after having fallen. With hosts of people, half their time is spent in correcting mistakes and in retracing the steps already taken, with the result that they are always going but never arriving. Life is not so long that you can afford to spend any of it in making back tracks.

Then, in the third place, if you have in you, as I assume that you have, any of the stuff that genuine manhood and womanhood are made of, you want to be prepared not only to promote your own personal interests by doing well the kind of business that you are now learning to do, but you are to belong to the world and to the world's interests as well as to yourself; and if you do nothing toward making the world a finer world, and, instead of helping to carry the world, let the world carry you, then you will show that you are nothing but baggage, and that the world would have been better off and have gotten further along if it had not had you loaded upon it. Every man and woman is freight or locomotive, and you need to be no older than you are now before definitely deciding which it shall be.

CHARLES H. PARKHURST

I BELIEVE in young people. I am a kid of 52. I believe in their dreams. I believe God calls everyone every day. I believe boys and girls today are all right. I am sorry for the old people who say they are getting worse.

I believe there is success for every boy and girl. I believe more in the dream of the boy or girl than I do in all the advice the experts can give them. That call is from the budding talent inside. The fledgeling wants to fly. The fish wants to swim. The flower wants to blossom. But the fish never wants to sing nor the bird to blossom.

There never was a wing given to a bird there wasn't a place for it to fly. There never was a talent given to a boy or girl there wasn't a place for it to develop. There is only one success, only one real business—developing our talents, expressing ourselves. Education is merely this business.

Young people are burdened, bewildered and pestered with advice. A bird, a fish, a flower doesn't need advice; it only needs a chance and encouragement to be itself. Young people are birds, flowers, fish. All they need is a chance to develop what they are and encouragement in doing it. Their talents will tell them every day what to be.

The joy of life is developing ourselves naturally.

Only one thing more: Young people must learn to feed, clothe and shelter themselves. Shame on one of them that can't do it. But the big job is Expression if it never brings us a dollar.

RALPH PARLETTE

I WONDER what could possibly be said to youth starting out in the world that would not sound like the most weather-beaten platitude? We will take it for granted that the Trenton Board of Education has taught them to be

good. And happy. And industrious. And honest. And very polite. What is there left? Well, this perhaps. Have more than one string to your bow. Don't go through life without cultivating a hobby of some kind, some mental resource that is different from your bread-earning business or profession.

The most pathetic man in the world is the one who has no other real interest outside of his business. The press of modern business is no doubt so great that I daresay there is no time in one's youth to take an interest in things outside. But there ought to be, for one's salvation.

I am no kind of writer at all, but should any of you think this thought of value, you must look it up on page 36 in "The Americanization of Edward Bok" and see how Oliver Wendell Holmes expressed it.

MAXFIELD PARRISH

THE joy of life is in the living of it, and the qualities in living that bring joy are the essentials for success.

The boy or the girl who forgets himself in the desire to serve others lays the foundation for an unselfish co-operation which is really the best type of competition in any field.

Combine *unselfish service* with optimism, hard work, "a square deal," and a sense of humor, and no boy or girl with ordinary brains can be a failure.

FRANK ALVAH PARSONS

THE real success in learning lies in absolute honesty, particularly to yourself. Never try to make yourself believe that you have done your best, when a voice within you says you should have done better. You can hold your head high only when you have satisfied your own self that your efforts have been honest and thorough.

Having chosen your calling, lay a solid foundation on which to build the structure of your knowledge. Above all, see that you have thoroughly studied the anatomical construction, so to speak, of the branch you have taken up. Superficial learning may go a little way, but is bound to crumble when put to the test.

Be honest to yourself in whatever you undertake, and you will be successful. You will stand the test.

HAIG PARTIGIAN

MOST of my life I have devoted part of my time to young men and women because, first, I love them, and, second, because they are the bulwarks of American civilization of the future. What I can say to the group that has honored me—and I do consider it an honor—in the way of inspirational words, I do not know.

I do know that faithfulness to one's ideals, to one's employers, together with hard work, doing as much more than I was paid for as possible, has pushed me right along, though such effort was not done for that purpose. From the days when I was a cub police reporter in New York, to the managing editorship of the *Rochester Post Express*, and with two

hundred volumes of juvenile fiction to my credit, I have kept this ideal in mind. Perhaps my squad of eight is of the opinion that I ought to be a millionaire. Well, I'm not, but that is my fault, not the fault of the world, nor have I any ambitions in that direction. Ambition is a vital thing to possess, but the ambition to pile up money to the exclusion of the more beautiful things of life is not.

Any young man or woman, fortified with a fair education, with the sterling honesty needed, the pluck, and the faithfulness to the ideals, can accomplish anything. In saying this I make no limitations. I have been in every civilized country in the globe, and in every uncivilized one, from the head-hunters of the Borneo jungle up—or down, according to the point of view—and in all, the principle just enunciated holds good. The bigger the man I meet, the more strongly do these factors stand out. My early work as a boy on a farm, study at night, reading—by compulsion—the best that was to be had in literature, as well as in history, laid a foundation that has endured, both physically and mentally, through the years. I am not preaching when I say live right, be right, do right, and you'll win, provided—always provided—you have the grit, for if you permit it, the world will tread on you or elbow you aside, which is disastrous to other things than one's raiment.

FRANK G. PATCHIN

BUSINESS life is like the work of a potter with his clay. It is coarse material, and his hands grow soiled in it; but it is not for him to reject it because it is not clean, or to dabble in it like a child, just for the sake

of getting dirty. It is for him to take it as it is, and to work out the shapes of beauty which are possible under the laws and limits of the clay.

FRANCIS G. PEABODY

ADMIRAL PEARY and I each had a guiding principle which I firmly believe helped us both. Mine is "Hope for the best but prepare for the worst," and his which he quoted so frequently as to make it famous, was "In venam viam aut faciam."—"Find a way or make one."

These can be applied to the small everyday things of life as well as to wintering in the Arctic and discovering the Pole.

I have always felt that my husband's success was due as much to the definiteness of his object as to the perseverance with which he pursued it. For no amount of perseverance will help if we don't know exactly what we want. Best of all, we both enjoyed what we were doing and so put the best of ourselves into it.

JOSEPHINE D. PEARY
(Mrs. Robert E.)

ABOUT once a year I talk to the young ladies and gentlemen in our high school and invariably endeavor to impress upon them the importance of English in their school work, regardless of what course they may be taking. My brother-in-law, superintendent of a large steel

mill, was telling me a short time ago that he had a foreman who thoroughly understood the mechanical part of his department, but who is unable, through slovenly English, to submit adequate reports to the main office, or to write convincing business letters. The man receives some \$2,500 a year. "But," said my brother-in-law, "if he had not left school after finishing the grammar grades, or if he had improved his English to keep pace with his mechanical knowledge, we would now be paying him \$10,000 a year."

Boys and girls fitting for business life are apt to overlook the necessity of cultural subjects. One can never scintillate and make progress by a knowledge of mathematics alone. A man will be a far better accountant, auditor, or bookkeeper if he knows his English. For a stenographer, typist, private secretary, or any phase of commercial life the importance of this preparation in English cannot be exaggerated. A senior's vocabulary should be vastly superior to a freshman's; else the senior has wasted his time. To the sophisticated young man all this may sound bromidic, and to such I will say that all truth is old.

Second in importance in preparatory school development comes the intelligent study of history, stressing the history of our own country. The student will soon learn that there were grafters, slackers, deserters, and various other brands of scoundrels in the days of Valley Forge, even as there are now. Yet the American spirit brushed these evil influences aside and perpetuated the ideals and institutions that obtain today.

To study history by memorizing dry dates, or by using the topical system, is worse than time wasted, and will result in so disgusting the student as to cause him to shun this very important part of his intellectual develop-

ment throughout life. Nor should one inquire into history for the purpose of hero-worship, or on the chance of glimpsing some forebear high in the branches of the ancestral tree. The student should seek and demand the truth. And arriving at the truth he will be a peculiar young man or woman who does not find himself, or herself better fitted for the everyday struggles and duties in every branch of business life. When I was a youngster many of us styled English and history as "pipe" courses. We have learned differently since. English opens the door to every department. History teaches us how to hold to the best. Unless we hold to and maintain the ideals of our fathers there can be no lasting commercial growth.

We are a very young nation. When you remember those that flourished for hundreds and hundreds of years, you will more clearly realize we are in our infancy. Whether we grow up and survive depends on what the young ladies and gentlemen of Trenton Senior High School do with their lives, on what the students of all other high schools do with their lives. All the problems of twenty years from now must be solved by the preparatory school students of today. There will be no one to help them. They must play off their own. Between the formative (and often barbarous) years of from 14 to 18 the destiny of the country is being shaped by each generation.

To all such I most earnestly urge: Acquire an adequate vocabulary so that you may comprehend the problems you must surely face; know your country's history so you may profit by the intelligence and errors of the past.

HUGH PENDEXTER

BUSINESS would be a dull affair if there were nothing else in life to make it worth while! And so, though merely a creator of some verse and much music, I make haste to forget my diffidence, the more so as it occurs to me I can readily make use of a handy reason—or shall I call it an excuse?

One of my greatest successes in my own little green field of endeavor has been, and is, a little song called “Smilin’ Through.” There is a very well-known play named after and founded on this song, and also an excellent photoplay. I have observed with interest that people all over the country—especially business people—have seized upon this title of mine and are using it as a sort of slogan. “Let’s go Smilin’ Through Nineteen-Twenty-two!” is how they put it.

I cannot think of anything better that might inspire beginners than to suggest that they make up their minds right now that in whatever they may undertake from a business or social standpoint, they will resolve in future to always go “Smilin’ Through” with it!

I am painfully aware that I am indulging in a most gratuitous bit of free advertising for my song—but upon reflection, does not that fact rather entitle me to consideration as a good business man after all?

ARTHUR A. PENN

I WILL send the students this message in the words of my old friend, Mayor Henry L. Higginson, of Boston, whose life I wrote last year. His words were his last advice, at eighty-five, to the young bond-salesmen, of Lee, Higginson & Company:

"Do not lose a day; use your time well, knowing that that day never comes again. If you are roughly treated, never mind. Keep your temper. Play the game decently and be faithful."

BLISS PERRY

OK **I**N these days of more or less slipshod and superficial attempts to attain knowledge, it is interesting to find that there are some that, after all, realize that mountain climbing is climbing and not a process of aeroplaning.

But even supposing that a fair result might be attained without the climbing, would the climber have the same feeling of self-reliance, of garnered experience, that the man who has plodded step by step, perhaps with bleeding feet, knows? I think not.

OLGA PETROVA

WITH the present demands of American business, it is very easy to hold forth the greatest encouragement to young men and women at this time. It is frequently said in many quarters that there is not the opportunity today of climbing to the top in business that existed a generation ago. I can testify from experience that this is not the case. There are hundreds of large business concerns in this country today that are desperately in need of high-class personnel. There is an over-supply of those who are not ambitious or industrious, and who are only fitted to occupy clerical positions and other positions entailing little responsi-

bility. In expressing this in terms of salaries, I do not believe I am exaggerating in the slightest when I make a statement that any large company can get all of the personnel it desires to fill positions paying anywhere from \$100 to \$300 per month; but at the top of the ladder there are thousands of positions, necessarily vacant, where men, with imagination, industry and experience, are needed and where the compensation is from \$10,000 a year—up.

The greatest difficulty today is that when a really intelligent, capable, young man works hard with a large company for five or ten years, during which time he probably owes the company as much as they owe him, he becomes impatient, inclined to take things easy, and seeks easier employment where the final opportunity is not as great.

Of course, all young men and women cannot hope to reach the class mentioned above, but if they have the determination, education, industry and natural ability, they are sure of success, as the demand is so great.

JOHN S. PILLSBURY

EVERYONE wants money. But it is well to remember—always—more now than heretofore, perhaps—that money is not all of success. The man or woman who acquires wealth at the expense of fairness, of honesty, of kindness, and consideration, and appreciation of the noble and beautiful, has paid too much for money. There is no poverty as barren as poverty of the mind and soul.

CHANNING POLLOCK

TELL your pupils, please, that Holworthy Hall, who is supposed to be a writer of the lightest possible brand of fiction, believes that only as we practice kindness, and display consideration to the other fellow, is there the slightest chance for salvation, whether you figure it by dollars or by death.

HAROLD E. PORTER

CONGRATULATE heartily for me your students that such institutions as they are in have won from the writer on education in that unusual book, lately published, entitled "Civilization in the United States," the statement that "our institutions of business administration rival our scientific schools in the exactness of their aim, and the precision of their effort."

More important, however, is the outstanding fact that your students are preparing for what is now as truly a profession as law, medicine or the ministry. Business stands upon the same high platform. It calls for training as careful as any other profession. And with my knowledge of your methods, going back over many years, I trust you will put away your modesty and let me speak through you this word of felicitation to your students as they enter on another year.

LYMAN P. POWELL

I USE the term "student" advisedly, for although I have now eighty years behind me, I feel myself to be from week to week, as every intelligent person ought to be, a student. I am anxious from month to month to learn

what can be learned from personal experience, or from association with friends, older or younger, whose experiences are of personal interest and value. My life has been that of a working man, but I have been able, notwithstanding the constant absorptions of the business for which I was responsible and in which I had responsibilities affecting the lives of other people, to carry on certain interests and undertakings outside of and in addition to the work of making and distributing books.

We are all familiar with the term "making a living." I hold that the work that we do for an income and to supply income for those for whom we are responsible, does not itself constitute the "living." This work is done in order to secure a foundation only. On the basis of that foundation we should be in a position to do that which is actually making a living. The living, in the full sense of the term, means the fulfillment of ideals. No life has any measure of completeness which does not carry with it a vision. Whatever we do towards the fulfillment of our ideals can at best be but a small fragment. We get some portion of that which we should like to get. We achieve some part of our legitimate and righteous ambition. Life is short and is crowded and the interruptions are many. We each can do only that which is practicable in connection with capacity, health, strength and responsibilities.

It rests, however, with each of us to make sure that the hours of the days are filled out to the best possible purpose and with the highest possible achievement. That which is true for the individual is true for the nations of the world. Individuals have come to understand that they have duties not only to their own kin but to the community in which they live. The communities of the world are coming to under-

stand that if they are to make an effective success for themselves, they must secure and maintain civilized relations with the other communities or nations of the world.

The peoples are now realizing that the welfare of one nation works for the prosperity of all, and that misery or trouble coming upon one, of necessity brings misery and trouble upon the other members of the family. The vision of the Twentieth Century is of a family of nations brought together with a full understanding of human relationship. The duty of the individual is the duty of the group of individuals which go to make up a nation.

This is the purpose and ideal that in the closing years of my own life I have most at heart. This is an ideal that I commend to my fellow students.

GEORGE HAVEN PUTNAM

IT is an old saying that there is always room at the top. The young man or woman who seems to see every avenue of advancement closed is apt to think this a bit of oracular wisdom made for the consumption of those lower down, but it is as true as it is trite. The higher places in business, as in all the positions in life, are the hardest to fill. The reason for this lies in the fact that those in the lower places are as a rule unwilling or unable to fit themselves for promotion, or so to conduct their handling of smaller matters as to show that they are.

For a considerable time it was a part of my business as a member of the Federal Farm Loan Board to take part in the

selection of men who were to manage, not only the affairs of this great Bureau, but of twelve Federal Land Banks scattered over the country, the business of which was to make loans to farmers.

Now one would think that it would be easy to find men to do so common a thing as make loans on farms. The fact was, however, that it was very difficult. The men were hard to find. In several of the banks, the management had to be completely reorganized once or twice because the men selected, though men of ability, could not get along with each other, or were actuated by mistaken notions, or did not fit in some way. It is more a matter of conduct than of ability.

To show how promotion comes to the man fitted for it, let me give one or two instances. There was a banker in a small town in the South who had made a study of the Federal Farm Loan Board for the sake of putting it in force in his neighborhood. He took a broad view of the matter, and while many bankers were opposed to it, he said that if it benefited the farmers it would be a good thing for everybody, including his bank. So he helped organize the farmers into a borrowing association, and served as secretary of their association. For this work he got no pay. He had no correspondence with our board in Washington. Seemingly he was the last man to attract our attention.

But presently it became necessary to have a new man in the Federal Land Bank in his district in an important position. Our board looked about for a man to fill it, and this man was mentioned to us. We looked closely into his qualifications. He was an obscure banker in a small town, but we discovered that he knew more of the actual workings of the system than anyone else we could find, and he was appointed to the

position of an officer and director of this great Land Bank. Probably he was the most surprised man in the country when the place was offered to him. He went to the large city where the Land Bank was located. He made good. And now, I believe, he has been taken from the Land Bank by another great financial institution. From a small country banker to an important man nationally was only a matter of a few years. There was plenty of room at the top for the right person—the person who could do good work and get along with other people.

In California was a fruit grower who tended his prune orchard and was esteemed by his neighbors. One day he was offered the Vice-Presidency of the Federal Land Bank of Berkeley, California. Why? Because we wanted a man who knew the fruit-growing business, had a good equipment in intelligence, and looked as if he could get along with people. He accepted—very much surprised at anyone wanting him to take the place. The Vice-President of a land bank is not usually an active officer; but he did a good deal of the humble work of visiting farms and finding out what loans would be proper. He did not sit at a desk, but went out into the field. Thus he was all the time learning the details of the business. After a while a vacancy occurred on the Federal Farm Loan Board in Washington. On looking about, the President of the United States, who appoints these board members, selected this man as a member of the Federal Farm Loan Board. Now with three others and the Secretary of the Treasury he had the management of a great financial institution which loans hundreds of millions of dollars and sells bonds by the hundred million. It is one of the high places in the governmental world. He was as surprised at his second promotion as at the first.

He had not been looking for promotion. He had been doing good work. He had been getting along with people. He had been learning not only his job, but all he could about jobs related to it. He was bigger all the time than the place he filled. Somehow, people found out about it.

I could fill pages with such instances. It is the universal experience. The person who is bigger than his place, knows more than he needs to know to draw his salary, is honest, and can get along with people without spoiling his work, cannot fail to succeed. And the way may look blocked, but to such a person it will open up. This principle is, I think, the most important one for a young person to keep in mind.

HERBERT QUICK

I HAVE had to live for other people, not for myself only. The greatest man who ever lived was Jesus. He spent His life with one aim, viz., to teach all of us how to live successfully—how to be really happy. Slowly, but surely, I think, most thoughtful people are coming to the conclusion that He was right, that He spoke the truth.

He said we were not intended to fight each other, or struggle to get the better of each other.

That the spirit of strife within us, which at times all of us feel, was a lower and unworthy impulse, and came from our lower animal nature, the nature of the beast from which we are rising. He called it the nature of the "old man."

He said He came to help to show us how to put away the old man and put on a new man.

The new man, the higher man, the God-man, He said was *in all of us—not in some only, but in all.*

For we were all children of God, and so brothers to each other.

He came, He said, to show us this great truth. And so He lived, always trying to serve men, not to have them serve Him.

"The Son of Man is come," said He, "not to be ministered unto, but to minister and to give His life for all."

Try to see the good in all people you know, and you will help them, and help yourself.

You will be happy and successful.

We get tired of pleasure, tired of money. But of helping a lame dog, or giving a kindly word or helping hand, we never get tired. I know this is the only way to live, for I have proved it in my own life.

WILLIAM S. RAINSFORD

I AM happy to testify to the value of a business training in the career of a young man or young woman.

I have never ceased to be grateful for the wise advice of my father, who urged me to prepare in this way for the practical questions that come into every man's life. Although I adopted an artistic life, there are many times that affairs of large business moment must be decided, and my training in this line has been of invaluable service.

In the highly complex conditions of today, any knowledge gained in youth is apt to be of great service at a moment's notice, and this is perhaps most true of such matters as are being taught in your department.

CHARLES RAY

NO matter how small a cog he may seem to be in the wheels of progress, a man's work is largely what he makes it. How you regard it is an important factor. Genius is comparatively rare these days, but individual success does not require genius. Men who get along in business today are those who regard their work as a stepping stone to something bigger and better, but do not despise the job they are doing. Opportunities will never be lacking for men who are not just satisfied with doing a good day's work, but are preparing themselves for larger fields. Competition is keener than it has ever been in the past, and the advantage lies with the man who has a trained mind, common sense, devotion to his work, and a capacity and willingness to perform a larger and more important share of it.

SAMUEL REA

TRAINING for a business man! As to details I know nothing, as in my fifteen years of business life it was altogether the managing part that I was devoted to, and to which I was trained by my father for two or three years after my student years. I do not know exactly what studies are useful, but I should say all that your masters desire that you should acquire. Do not fail to make a study of men. Naturally, "honesty is the best policy," "be punctual," "take care of your health," etc., are taught to you, perhaps to a tiresome degree; but really they are necessary to the successful business man.

I must congratulate you that you have chosen a business career; that is what I advise my grandsons to select. I believe a business career is the best in the country unless one has an aptitude for one of the professions.

JAMES F. RHODES

MAKE it the rule of your life to put into your work the very best that is in you, and to put it in *all the time*.

There never was a successful man who did not spend himself freely—who did not pour into his work all the energy and ability he possessed. As surely as you do this you will come to love your work, and to love one's work is to succeed in it. To scamp it and shirk it is to come to hate it—and then to fail in it. The joy of life is surely to be found in service of one sort or another—doing something useful in the world, and doing it so well that it has positive, constructive value. The making of money is the least of successes; the making of character the greatest. So, whatever you do, be, as St. Paul said, "A workman that needeth not to be ashamed."

GRACE S. RICHMOND

EDUICATION is largely a study of precedents. But beware of following precedents. History is a guide-book of errors. Its road maps show more paths to be avoided than to be followed—if one seeks any real achievement in life.

The past guides the brute. The imagination of man leaps into the future and from visions of the future are developed our inspirations to make tomorrow better than today.

Life is worth while—not in living well, but in living better—not in going along, but in going ahead.

With intellectual humility let us not be impatient with “impractical” programs for improving political, social or industrial conditions. The hopes of the future and the joys of our own short lives must come out of new thought and action.

Those who experiment and pioneer will disturb our ease but they will give us a zest of life. Those whose especial pride it is to “follow the old ways” and to “preserve our sacred heritages,” will give us only an increasing willingness to die.

DONALD R. RICHBERG

THE most genuine attribute that any one can have at your age in life, is fully to appreciate that the educational facilities available and afforded you are, first, last, and all the time, meant for your benefit in their entirety, and that the knowledge offered is not merely a matter of routine life for any one.

Few have the good fortune to take advantage of such opportunities in their early career, and still fewer of those who have, appreciate and take advantage of their good. Therefore, it behooves all of you to make it a point each day of your life to acquire some fundamental or basic thought associated with history, industry, finance, science and religion, all of which, in future years, you will appreciate a thousand-fold.

Another attribute of great value during all of our existence is concentration and application applied to whatever you may be doing, be it termed work or play. Your success, as years go on, will also depend, in a measure, upon the walk in life that you select, for unless it is one of interest and one which will give you the greatest amount of recreation and pleasure, the success is automatically minimized.

Try, as you go through life from day to day, to spend a few moments reflecting and analyzing the mistakes of yesterday. If applied, they will be your successes of tomorrow.

EDWARD VERNON RICKENBACKER

I HAD a brief but very valuable motto which carried me through my early years of hard work and much discouragement. I had it pinned up over my desk, and it said, "Ideas and hard work are the keys to all success."

Perhaps I would change that now and make it read, "Ideas, hard work, and a conscience are the keys to all success." Especially I think this is the case in the business world, where we are slowly changing business consciousness into business conscience.

MARY ROBERTS RINEHART

GLITTERING generalities usually mean little to the young man or woman starting in business; and a few words of advice are not only glittering, but generally sound rather presumptuous.

If I were giving myself advice as to how to be a useful member of the community, I would emphasize the value of having a smile for everybody, of doing everything when I say that I'll do it, of carrying out orders with precision and despatch, and of remembering that the persons in this world who get and keep the enviable positions have almost invariably obtained them by hard and continuous plugging. The man who said that genius is the infinite capacity for taking pains, or words to that effect, was wrong, as are most people who attempt to generalize; but it is certainly true that many a man who has the reputation and the rewards of genius got them because he was a plugger and not because he was a genius.

KENNETH L. ROBERTS

THE chief need for American men of business today is to re-establish the world's belief in the quality of American goods and the integrity of American methods, a belief sorely shaken by the recent movement for big production at all hazards.

The chief aim of American women in business—if they must enter it!—should be to use their ability in the administration of detail for the overcoming of slipshod methods, most alarmingly heightened during the World War. Above all, women in business must remember that they have no sex, but are mere units in a commercial scheme, as are the men.

Four prime elements of good citizenship in the business world are: (1) Knowing your business thoroughly,

(2) remaining in the same line permanently, (3) conducting your business honestly, remembering that you can't fool all the consumers all the time, (4) establishing a relation between employer and employee wherein the class distinction is sharply marked, and wherein neither the tyrannies of capitalism nor those of trade unionism are permitted.

FRANCIS ROLT-WHEELER

JAMES BRYCE, author of the "American Commonwealth," said, "America will continue to keep on prospering and growing in greatness if its people will continue, first, to take an interest in their fellow-citizens of every kind, and, secondly, to place public good ahead of private gain."

In this day and generation we run the danger of living too narrowly in our own little corner, of thinking only in terms of our own business, and our own personal friends. The man or woman who has an understanding of the point of view of those in other spheres of activity and other walks of life will have the broad understanding that means the greatest kind of success. Furthermore, Lord Bryce was right in saying that the public good must come ahead of our private gain. The best citizen, and, incidentally, the happiest citizen, is not the one who has made the most money, but is the one who has taken his share of the duties of citizenship.

One hears much, especially in the career of business, that is uncomplimentary to those who run our public affairs.

The man who kicks most is usually the one who doesn't even bother to vote on election day. It is absolutely true that our government will be only as good as we want it to be! If every business man and every business woman will take a personal interest in public affairs in the next generation, and will try to view public matters from the broadest standpoint of the whole nation, our government in nation, state and community will vastly improve.

Blind partisanship, or voting always one way because one's family always did, or because it is the fashion, is almost as dangerous as not voting at all. Don't forget that even the methods of government will progress and new things will come in just as they did in business. Don't be standpatters in your outlook on life any more than you can afford to be standpatters in your business affairs. A real Progressive in business should be a real Progressive in public and community life.

The coming generation has in its hands the making of the new America. We cannot stand still—we will either go forward or slip back as a nation. That decision will rest upon the young men and women who are now in high school.

FRANKLIN D. ROOSEVELT

I THINK that you will agree with me that in training for business, we are apt to forget the value of imagination and vision. No one should let his imagination run away with him, but any one is the better for imagination if he can keep it under control. It is the alchemy which can transform

what would otherwise be a humdrum and routine task into a vivid and absorbing occupation. It enables us to stand off and get a view of the whole work, when we are weary of the repetition of the particular detail at which we are laboring.

KERMIT ROOSEVELT

IN the by and all, there is nothing so much fun as work, and one of the best moments of life is when one strikes out for one's self, independent for the first time. Independent, not in the selfish sense that it is used by many, but independent in the sense that one is swinging one's own weight. After all, the largest part of our life is taken up with work. If we do not make that work a pleasure, we lose the greatest part of our fun in existence.

THEODORE ROOSEVELT, JR.

IN the "Hall of Fame" on University Heights we commemorate some of our great men and women by bronze tablets, giving in a few words messages which they have left to posterity.

I know of nothing more significant than the words of George Peabody, the successful business man, banker, philanthropist and patriot. He died some fifty-five years ago just at the beginning of our great material advance.

"As I look forward beyond my stay on earth, I see my country becoming richer and more prosperous; but to make

her prosperity more than superficial, intellectual and moral development must keep pace with material growth."

I should like to see these words on the walls of every business house in the country.

This is the commercial age. Commerce rules the world. There is romance in business. It is thrilling, inspiring! But it must be borne in mind that unless based upon ethics, success is *failure*, for "What will it profit a man if he gain the whole world, and lose his own soul?" The main objects in life are intellectual and moral improvement and service to mankind.

WILLIAM SAGE

THERE is a royal way to success, and by using it in my problems, I have enjoyed some of the realities, and that is—hard work.

That homely phrase about the postage stamp, "It's only mission is to stick to a thing until it gets there," is a good one to remember. Nothing better ever was uttered. To the humblest worker, success is as certain as the rising of the sun—provided each one applies himself honestly.

My realization of the patience and kindness of my early teachers did not come to me until I was advanced in years, and then I commenced to understand the hugeness of the debt I owed and never could repay.

It is a great pity that such a thought cannot be a part of the mind of youth. If it could be, they would fill themselves so full of knowledge at the time when knowledge is most easily acquired, that the heartbreaking struggles of

after life would be a pleasant journey along a road, the fundamental principles of which were laid down by the first man that broke the way. It is as old as the world, this royal road to success—nothing but hard work. If one wishes for success and prosperity, it is theirs for the application.

And by actual experience, I know that if the youth applied himself or herself in just the same serious way as his or her instructor devotes himself to them, the road to success would be half won before the start.

ELWIN R. SANBORN

YOU hold in your hands the terrible powers of the future, and can do whatever you will with your years—if only you begin right now. Dream the beautiful dreams of youth, see the splendid visions, yes, but don't neglect to work like fighting fire to make the visions come true. Set your minds on high things and you can bring them to pass. You can give yourselves the best in ambitions, even if you have to accept the mediocre in material things for a while.

It is good to know that you are fitting yourselves for work, because that brings more real fun in life than anything else—yes, even than playing, or falling in love, or trifles like that. You can get more solid satisfaction out of it every day in the week, fifty-two weeks in the year, than from anything else. Nothing is so fine as a job that you love—and you haven't the moral right to take one that you don't like, since nowadays there are so many tasks to choose from, even for the girls. American girls are extraordinarily lucky, for they don't have to sit around and wait for some man, anybody, to marry, but

they can do as good work as a man and be independent. When they do marry, they can have the satisfaction of knowing that they didn't marry for a meal ticket. And I dare say that's some comfort to the men, too. I'm hoping that some day soon the women will receive equal pay for the same work as a man does.

I tell my young niece and my nephew that work is a privilege that nothing should cheat them out of. If they had millions—which miracle is not in the least likely to happen—they'd be poor indeed if they didn't have some steady work to do. Yet even at this advanced day there are persons outside of lunatic asylums who look on work as a hardship.

A very wealthy woman came to me recently to register her daughter for one of my courses. She said that the young girl was her only child and would one day inherit all they had, but that she wanted her to earn her own living, because only in that way could she receive the best all-round development. That seemed very sensible to me.

Work that you love, done in the right spirit, is play. Choose your profession well, plan for it wisely, and then bring to it all the zest of an athletic game. It's great fun! Don't cheat yourselves out of this pleasure in it, for it's your highest salary.

Of course you know, or you will soon learn, that labor which is purely selfish brings little joy. It is service for others that gives lasting satisfaction. And if you would not miss the deepest, truest, happiness in life, don't leave God out of your plan and your work.

I hope that you eight will find your way to college, for the tasks of tomorrow demand the fullest training possible.

DOROTHY SCARBOROUGH

MY whole interest in life has been divided in two things, honest, sincere work and several free weeks that I spend as close to nature as I can. Tell your students that life can be made worth living by trying to be just and truthful and, above all, kind and tolerant to our fellow beings; that only the big things count in life and that the small, trifling trials and tribulations are not worth being allowed to worry us. To remember always that others have exactly as much sadness as ourselves and that we can conquer everything, and that our mind controls all our doing and that a cheerful disposition can overcome everything. It is wonderful to start life under the guidance of an experienced teacher, who can send us out prepared and ready to do our share.

FRITZI SCHEFF

IN the course of preparation for my career, a single one of the precepts of my master was this:
“The *force of a mind at work* upon achievement of the desired goal, *creates the opportunity.*” And I found it to be true.

May I recommend this precept to young students and entreat them all to endeavor to perform with confidence, zeal and a clear understanding, the problems which instructors place before them. Many times, perhaps, it will seem like a sheer waste of time and effort, but in after years the very problems that now appear unreasonable and unnecessary, are sure to confront them.

Success in the musical world does not come without effort. Many trying years are devoted to the cultivation of

the voice, knowledge of music, preparation of roles (memo-rizing), acting, and last, but by no means least, mastery of foreign languages.

Supreme self-confidence and concentration, with the rock of systematic study and training to lean upon, are sure to bring the most welcome of visitors—*opportunity*—knocking loudly at the door.

HENRI SCOTT

THE most important thing to learn early in life is to select a line of activity for which one is suited by temperament, taste and inheritance, and then stick to it all through life if possible. If one is compelled to change activity, through unforeseen events, let the change be a minimum. "A Jack of all trades is a master of none." Everyone can gain superiority and standing, and therefore usefulness and happiness, chiefly by concentration of effort.

In his historical eulogy on Laplace (the greatest of the French astronomers), Fourier exclaims: "His constancy has triumphed over all obstacles. When his first efforts were not successful, he renewed them under the most ingenious and diverse forms."

"He would have completed the science of the skies if this science could be completed."

"He formed the project of consecrating his life to this sublime science; he was destined to perfect it and able to comprehend it in all its extent. He indicated profoundly his glorious design; he has spent his whole life in accomplishing

it with a perseverance which is perhaps unexampled in the history of the science."

"From this time on, devoted exclusively to the science which he had chosen, he gave to his work a fixed and never deviating direction, for imperturbable constancy of purpose has always been the principal trait of his genius."

THOMAS J. J. SEE

GIVING advice to the young is sometimes a difficult matter. While some are of receptive mind, others have that assurance which comes from successful school careers, and these feel entirely capable of going out, and conquering the universe without aid.

The evidence of an early devotion to the serious side of life speaks highly for any young man or woman. They are of the caliber who are bound to succeed.

One must feel sorry for the youth who believes that early years mean playtime only.

But even the earnest student, conscientiously endeavoring to shape his future, is confronted by a handicap. Only age brings the wisdom born of experience. This is denied the youthful seeker of business success. Only the future, with its hardships, mistakes and disappointments will bring that gift.

But, for the young willing to listen to the advice of those who have passed through the struggle, there is much aid. Therefore, I would advise that you seek wisdom from your elders. Never cease to be the investigator. Listen with willing ears. Many times the advice you receive will not

be to your liking, but, remember, it comes from those who know.

Every young man and woman should decide upon his line of endeavor early. Do not plan for the present, but for the whole future. In following this plan, you cannot but select institutions or professions which are enduring. Often the young find greater gain offered by the temporary position than by the corporation. But the fellow who changes "jobs" often is a stranger to the growing bank account.

For example, the youth who enters a well-grounded business institution with the steadfast purpose to remain there and grind, will succeed so long as he is conscientious and diligent. At the age of forty-five he will, or should, have sufficient funds in the savings bank to keep him in comfort for the remainder of life.

But, to do this, the thrift habit must be a constant companion. Therefore, it should be encouraged. If, at the very beginning, you will lay away a portion of your earnings each week, and steadfastly pursue this course, you cannot fail to accomplish that which will bring you easy circumstances in middle life.

In other words, it is the thrifty "plugger" who "gets there," not the brilliant roamer, the rolling stone.

WILLIAM N. SELIG

I FIND it very difficult to address you because of a lack of information regarding the various enterprises and ambitions that are, perhaps, in the formative state in your minds. If any of the eight want to become business men or

women, then I must confess to my inability to give you any counsel whatsoever, because I know so very little of business. Of the Law I know still less; and of the professions other than my own I know only the things I was fortunate enough to learn at school, and the little that has subsequently soaked in.

Curiously enough, while at school—where I had an opportunity to learn—I did not, I fear, take advantage of the sources of information that were open to me. I had the student's aversion to cramming, and I skimmed over the surface of things as lightly as possible. I did only enough to "get by." But you may be sure that after I left school I had to work hard enough for the information that might have been mine for nothing. To paraphrase Mr. Coue: We pay each day in every way for lack of effort and enthusiasm at school. When the world becomes your teacher, you will find it a veritable Shylock, demanding its pound of flesh with a cynical lack of sympathy for your unpreparedness.

Now, I do not want you to get the impression that the world has a grudge against the young person just out of school. It hasn't. The world after school is a cosmic machine which is operated through the medium of innumerable cogs. Metaphorically speaking, each human being is a cog. When he gets out into the world and becomes a cog in the machine, he is expected to perform his work as well or a little better than the cog next to him. Now, if all the cogs were good cogs, and were filled with ambition to become the best cogs in the machine, we'd have progress in this old world that would astonish you. But if all the cogs turned out to be bad cogs, we'd have a bad machine, and not one of the cogs would be proud of it.

Try to be a good cog, even-tempered, considerate, doing your work quietly, efficiently. And if you can also be de-

pendable, and cheerful, and always ready when the time of stress comes, helping the big machine to do its work, you will have rounded out your destiny.

I'm afraid I have been preaching. Moreover, I suppose I have been preaching to eight young men and women who are bound to become good cogs. As a matter of fact, I believe all the cogs are pretty good cogs. But look out for the fellow who isn't content to be merely a cog, but wants to be the entire machine.

CHARLES ALDEN SELTZER

I COULD give young men and women no more inspiring message than the hope that they may find the great joy that lies in work, and grow through its elevating influence.

Work that is useful to others should be our aim in life, that we may leave behind us something worth while faithfully accomplished.

My life long experience makes me hope I shall have strength to work as long as I live, so strongly do I feel the necessity of working in order to be happy and give happiness.

MARCELLA SEMBRICH

IN recognition of the honor of being asked to act as a kind of educational "guardian" for a group of eight students in the Senior High School of Trenton, I have asked my own guardian genius to see that no counsel which I may offer to

my group of eight young friends shall be inappropriate or ineffective. I know no better way to find material for advice valuable to others who are to follow the giver through the pathways of life than by looking back over the course of one's own career.

I can see now that it would have been better for me if I had studied more regularly when I was at school. I was not mentally inactive, but I took my own course too much. There is immense value in discipline. I came near ruining myself intellectually by neglecting discipline. One can, and should, have the benefit both of carefully directed and regulated study and of independent and discursive study, such as I was very fond of, and too much indulgence in which has cost me a great deal of time and effort in later life, because in my early days I was unsystematic in my work. No amount of brilliancy can make up for lack of system. Remember this: We are the descendants of a once wild race. We need training as much as horses do. As civilization advances, we need more and more training. It would be a great waste of time for each individual to undertake to train himself. Schools and teachers and courses of study have been developed through long years of concentrated effort, for the sole purpose of furnishing the needed training, and saving each individual from a blind, stumbling search after it.

Your school years, then, are the most valuable in your life, provided that you take full advantage of what they offer you. While you are in school, the accumulated experience of all mankind is placed at your service, not only to show you how to make the most of the powers that nature has bestowed upon you, but to start you off in the most efficient use of them. But all that you will throw away if you refuse to be guided, if you indulge only your own undisciplined tenden-

cies; if, in short, you behave like a fractious colt, which remains but a wild, friendless animal all its days.

I understand that some of you will become graduates in the coming June. To those I would say: Don't stop studying; apply the methods that the school has taught you to the new problems that will confront you. For those who succeed in life, in any form whatever of success, there is no break, no gap, between the school and active life.

If such were the case, then, truly, schooling would be waste of time. What your school has done for you is to make you more complete and capable young men and young women. Its lessons are of lifelong value, potent and applicable in every situation and every emergency.

Don't let the memory of your school and your teachers grow dim with the years. There will come a time when that memory will be like a breath of springtime air to you, renewing all your powers.

GARRETT P. SERVISS

I AM greatly complimented by your letter, and I find some difficulty in expressing the very lively sense of the honor which has been conferred upon me in the selection of my name by one of your groups. May I ask you to convey to this group my deep appreciation of their choice?

May I further ask you to convey to them my congratulations in that by becoming members of such a group, they are manifesting a keen realization of the advantages offered them at an early age through education. Too often the opportunities which they enjoy and which they are evidently utilizing are

neglected. The hope of the world lies in the younger generation, and if they are not equipped to meet the problems which their predecessors have failed to solve, the prospect is dark. I think that in this country we shall always produce great leaders, but unless those leaders can count upon an educated public opinion to hold up their hands and help to translate ideals into facts, their efforts will be in vain. If every member of the coming generation will take the trouble to study the social and political problems of the day, to develop the qualities of intelligent good-will and tolerance, to determine that citizenship is as important as business, the country will then possess the educated public opinion that we need so sorely. For that is the foundation upon which all plans of social betterment and international tranquillity must be based. Enthusiasm for the right is essential, but it is worse than useless without education; the voice of the people may be the voice of God, but only if it is controlled by a knowledge of the facts, for the voice of an uneducated people will simply howl with the wolves and shriek with the parrots.

It is because I feel the truth of this so insistently that I congratulate the group with which I am honored to be associated for their determination to base their citizenship upon knowledge as well as ideals.

CHARLES SEYMOUR

BECAUSE art, science, literature, and the teachings of Christ are the only factors resulting in the advancement of civilization, dabble somewhat in all these, for there is no such thing as a great man or woman who does not.

Remember that color in art and music speak of grandeur to the soul of things. Science scatters the mind throughout the realms of the entire universe. Literature brings us abreast with all, and the teachings of Christ make it possible for man to live on earth.

In these exists the learning to know and appreciate the world's charms; and the wanting more and still more of the virtuous pleasures, which the world has in store for the student, will inspire to make your school days happy indeed.

CHRISTOPHER H. SHEARER

I DO not know of anything more needful in the business world today than the spirit of co-operation. If you are going into business simply to make money, it will not make any difference how much you make so far as your welfare and that of the world is concerned. Your life will be a dismal failure and you will merit and get the contempt of mankind.

But if you enter business for the purpose of co-operating with mankind to make as a result of your mutual effort a better and happier world, then your business life will be of supreme use.

The world is being wrecked by selfish schemes of money makers. It can be saved only by heart purpose to serve the community with mutual effort, and with co-operative intelligence.

CHARLES M. SHELDON

THE things I would recommend most strongly as qualifications liable to be appreciated by employers are the following:

First: A determination to arrive at the office at least five minutes before the opening hour and remain five minutes after the closing hour.

Second: The realization that the clerk in question is employed by her employer and that he is not employed by her.

Third: Personal neatness, good nature and ability to keep her desk and her papers in order.

Fourth: Courtesy to everyone who comes into the office.

Fifth: Oyster-like dumbness as to the business of the office when outside the office.

Sixth: A reasonably grammatical command of the English language both in speaking and writing.

Seventh: To gain as much general information as she may obtain relating to the business of the office.

Eighth: Loyalty and fidelity to the employer.

You see I have taken it all from the standpoint of the employer because I presume you wish to know my opinion as to how a clerk or stenographer should treat her employer.

If an employer does not deserve his clerk's loyalty and does not conduct himself in such a way as to deserve her respect, she should promptly quit his office after having hit him on the head with a notary public seal.

HENRY A. SHUTE

FOUR, according to Pythagoras, is the perfect number. You are twice four and are, therefore, twice perfect. I am giving you eight rules that I try to follow myself:

1. Love Truth in all its phases.
2. Cultivate Contentment.
3. Wrong no one in word or deed.
4. Search for Beauty in all things and everywhere.
5. Love and care for animals and try to understand their pathos and helplessness.
6. Do little kindnesses to persons and animals.
7. Contemplate the starry heavens and try to gain a faint idea of space and eternity. The little things of the world and all petty matters will utterly vanish.
8. Learn to love Duty. She has a stern aspect sometimes; but she has priceless rewards for those who follow her.

Please do not think I am preaching: I am just one of yourselves.

ESTHER SINGLETON

I ASKED my son, Captain James Chambers Pryor, United States Navy, who was just going to sea on the "Maryland," as fleet surgeon, and who has trained many hundreds of brilliant young men in the Navy, what he considered the most necessary qualification for a successful life, and he answered:

"Influence. I mean the kind of influence a worth-while man can exert on worth-while people. Such influence is more the determining factor in success than any other one thing."

"Influence," the cold-blooded dictionary tells us, "is the potency to produce effects insensibly and invisibly; power arising from character or station."

Let's drop the first clause of the definition and go to the second: "Power arising from character." What does it mean in one's life, and how is it acquired? And now let us be honest with ourselves and ask the question: "Am I a person of influence, and how great is it? What is my influence in my family; in my community? How many men or women can I set to work? For the measure of my value is not so much what I can do, as what I can get done. Am I training myself to be a one-man power, a ten-man power, a thousand-man power, a million-man power? How many men will go into an enterprise because I back it; how many will stay out because I am behind it? What kind of men do I influence?"

What I am worth in influence may come soon, also, to be expressed in dollars and cents. The "invisible potency" the dictionary tells of will then become visible to the eyes of all men.

I take it in the business world you are preparing to enter, you do not strive primarily to be an influence in the social world. To be known as "a good fellow," strangely enough, will not mean as much to your business career in the years to come as to be known as a good man. Character is the foundation of this influence for which you are striving.

Henry J. Heinz, the founder of the great Heinz pickle industry, kept hanging over his desk in his private office, the motto: "What you are speaks so loud I cannot hear what

you say." He was a man of such strict integrity he called to himself men who spoke by what they were, not by what they said, and so he built up a business known throughout the business world for its integrity. Dr. William J. Holland, speaking of him to me the other day, said: "H. J. Heinz was an absolutely honest man. He became bankrupt soon after he started in the pickle business, but he began over again, and later he repaid his creditors dollar for dollar, with interest, every cent he owed them! It is not strange this man still lives in business and religious circles—an influence world-wide—for, after all, the only things a man leaves behind him when he dies, are his children and his influence."

I take it you are all hard at work learning how to make money. You know already there are some among you who are more brilliant in their studies than some others. It is to the others I should like to say a word.

My father, whose statue now stands in the Capitol at Washington, because of the personal influence he was able to exert in holding his State loyal to the Union, used to say it was impossible for a young man of good character, who studied and who was industrious, not to succeed in America; and if to this he added the ability to make friends, he would probably be a great success. Having a fine character, let us then add to it this ability to make friends. No man or maid is worth much more than the number of friends he can influence. The ability to remember names and faces can be cultivated, and is of inestimable value in the business world as well as in the political and professional worlds.

I remember as a girl, I met James G. Blaine. As I was introduced to him I said: "Mr. Blaine, I am the daughter of Miss Robertson, who was at Washington Seminary when you

were in college," and he answered, instantly: "Of the intellectual Julia of the beautiful Mary?" Think of a memory like that! And a capacity for friendship! Appraising his friends, ticketing them away in his mind, with all their characteristics, to be used when needed!

To obtain influence, don't forget good manners are an introduction to much that is best in life. I heard a great lecturer once say that he and President Roosevelt were the only two men he ever heard of who traveled all over Europe and saw the best people, on less than four hundred dollars. "We all know why Roosevelt was entertained," he said, "but I will tell you my secret. It was because I could say 'Thank you' and 'If you please' in twenty-one languages!" And if the ability to say, "I am sorry," and say it quick, is added to the vocabulary of man or maid, much is gained. I have in my possession a telegram that is very precious. It reads:

Gov. F. H. Pierpont, Alexandria, Va.: I am sorry to have offended you. I thought I was doing what you wished. I will examine the papers in the case tomorrow, and see if this is so.

A. Lincoln

No waiting to make sure he was right did the great President allow to come between himself and a friend. Whether he was in the right or not, I do not know. All I know is, he was sorry to have offended a loyal friend and did not hesitate to say so!

But to win friends, one must be friendly. You can't draw water from a dry well. You can't give what you have not got. To get service you must give service. It was told me

of Boies Penrose, who was one of the most influential Senators Pennsylvania ever had, that he never neglected to render any personal service in his power to his constituents; but he always filed away the letter of thanks his service called forth. Later, when he wanted to bring a man back to his support, if he saw any sign of his breaking away, he would simply mail him the letter of thanks, reminding him of the obligation. Not a kindly thing, you will say; but it required first the rendering of personal service on the Senator's part, and was one great aid to his success.

My dear young people, more and more the personal element is entering the business world. Every friend you make is a man added to your force in winning Life's battles.

Above all, don't forget—to have the respect of good men, to be a great leader in good causes—one must have a character that will call forth the admiration of men. You can't draw water out of a dry well. You can't give what you have not got. To get service you must give service. To have men's respect, and so be a leader of men, you must have a character that will call forth men's admiration—character that is an influence which makes men do as one wishes, simply because the man behind the words is the product of years of good habits, formed through long hours of unceasing, untiring effort, and is as irresistible in the determined, plodding worker, as in his brilliant brother. One sets the world on fire by the electric flash of his genius; the other builds many useful fires with ordinary every-day matches.

And don't forget, it is the business of a man's life to be a Christian—to model one's life on the one Perfect Life. And so power shall be added to knowledge.

ANNA PIERPONT SIVITER

NOW is the time for you to take advantage of all the educational opportunities which are laid before you.

There may be those with whom you associate who will rather ridicule the idea of serious work in education, contending that a superficial knowledge will do for life. Such words are heard on every side. Such advice is absolutely wrong and those who heed it will eventually regret it.

Learn to know your country, its history, its government. The Constitution of the United States you can well study, particularly under the guidance of your teacher. It is a good thing to think about. At first, some of the provisions it makes may not be quite clear to you, but as you grow older they will become so.

You ought to know, too, the literature of our country. It is really what the world is constantly saying of it—a melting pot—and what the product is going to be remains to be seen, but every lover of this country prays that this product may be imbued with the honorable, upright principles of the men who gave us this country.

Take your education in a serious way. By that I don't mean that you are to mope over the thing, but I do mean that it should have the very best of your mental powers given to it. Cut down the distracting activities of life as much as you can in this period of preparation.

Another thought that comes to me in closing is: Commit to memory the speech of President Lincoln at the dedication of the Gettysburg battle field. It is the speech of a true American, of one who rose from the humblest rank of life to the highest office within the gift of the Nation; and that speech is the outcry of one of the noblest souls that God ever sent into the world. Be happy in your school work!

EDGAR F. SMITH

THE young men and women now in business training, and soon to enter active life, have every reason for hope and confidence about their future.

They live in the country which offers unrivaled opportunity among the nations of the world. Our natural resources are the greatest; our plan of government handed down to us by the framers of our Constitution is the best.

The most sanguine of our citizens hardly realize the position which the United States must soon fill in the family of nations. Let us determine to preserve the splendid ideals which our forefathers embodied in our system of government. Under it, every man and woman can find a place for successful effort.

You must each establish a character inspiring confidence; then, with faithful application devote yourselves persistently to the line of work selected, and with courage and confidence be assured of success.

HOKE SMITH

YESTERDAY I returned from a four-months' trip made to forty-four states of the Union, during which I visited some sixty colleges and spoke to about 15,000 students. The hard journey was undertaken for the purpose of urging all students now in school to give a little more time and attention to work and less to the side things in our school life. I urged each one to find some one thing which he could do well and then do that thing and keep out of others. I want each one to lessen his denominator.

Why should he do this? Not for the sake of any one of us, nor for any school, but for the sake of keeping up our American scholarship, now in competition with the world. We cannot afford to fall behind.

Mr. Edison is not the only thoughtful man in America who has expressed this fear for our future unless we go more earnestly to work and unless we are more willing to work and less willing to have vacations and holidays and to shirk our plain duty to study.

EDWIN E. SPARKS

THE higher life represents more, not less, life than the lower life. We speak of giving up habits and indulgences but this is a misleading form of speech. The pauper gives up his rags when he is clad. The lame man gives up his crutches when he is healed. But these are not sacrifices.

The real life is the life of the man who throws away all that hampers his freedom as the slave surrenders his chains when he steps forth into liberty.

Its principle is embodied in the inscription to Chinese Gordon in St. Paul's Cathedral: "Who at all times and everywhere gave his strength to the weak, his substance to the poor, his sympathy to the suffering, his heart to God."

ROBERT E. SPEER

IT is an exceedingly difficult thing to send a message that will be inspirational, but it is perhaps possible to send one that might be helpful, so you may tell your pupils that the most valuable lesson I carried away with me from Princeton University was a lesson taught by an inter-class operation called "hazing" or "horsing."

This was a means adopted by hot-blooded and rather cruel youth to smooth off the sharp corners protruding from the rough diamonds in the various classes.

The operation was usually successful, and when a student realized that he had sharp, rough edges which hurt and annoyed others, he would usually do his best to smooth off any rough corners that were left, and so become comfortably rounded, like a pebble on a beach. Pupils should rub up against one another until there are no rough spots left which can aggravate their neighbors.

PENRHYN STANLAWS

EVERY man in active business should have, outside of his business, some legitimate interest in which he can find relaxation and enjoyment and to which he gives a good deal of time and thought. It makes little difference what his fad is. It may be in art, science, or letters. Sir John Hubbock was known as the busiest man in London. He was actively engaged in scores of the most important business enterprises, to all of which he gave close attention. But as a recreation he devoted much time to scientific inves-

tigation and wrote books that have been a delight and an inspiration to thousands. No man of his time got more out of life than he. His business was better done than it would have been if he had not fully occupied his spare time with pleasant and interesting outside things.

Wasting time in frivolity never advanced any business. What is sought as amusement is never recreation. And the man who succeeds in business must have recreation.

FREDERICK STARR

CERTAIN things we have to guess or speculate upon—the weather from day to day, and what may happen to us in the life beyond the tomb—but there are things we can fully know. One of these is just how much knowledge we have on any particular subject.

The boy or girl who takes a monthly trial balance of what he or she knows and who acts on it, will be successful.

WILLIS STEELL

IT is unlikely that I can say anything that will be valuable to your students as a business precept. I understand that business success is usually won by following established precedent. Such successes as I have had come from following the opposite course. The motto in my case should be Paul's: "Prove all things; hold fast that which is true." Being translated into modern jargon, this means, don't be-

lieve everything you hear. More particularly this means that no matter how old or revered the supposed principle may be, he who aspires to be a real pioneer must test it in the same spirit as he would a new hypothesis.

Most of my success has been in overcoming difficulties that do not exist; and what I have been chiefly praised for is what I never had to do because it wasn't there to be done.

I have merely a newspaper report of a New York dinner given by an engineering society to Mr. Eide who is considered to have made a great success in Norway in the fixation of nitrogen. The toastmaster is said to have asked Mr. Eide to give them in his talk the key word to his success. Mr. Eide is quoted as replying that the key word was *ignorance*: "We did not know that these things could not be done, and so we went ahead and did them."

I would be meaning about what Mr. Eide meant if I were to say that my key word to success is "skepticism." I think that is about what Paul meant when he said: "Prove all things."

VILHJALMUR STEFANSSON

THOUGH I do not know you, yet I can love you, for you are a part of the country which is my own and yours, and we are all American brothers and sisters.

You are very different one from the other, and in the journey which you have begun or for which you are preparing some will run with joy and others will walk along in

defeat and sorrow. Those who succeed will be those who have the will to succeed; those who fail are the unskilled and the will-less. It is not only intellect which counts, but enthusiasm, which we must maintain without flagging.

In the long run it is not the fittest who survive, but the finest, for life is not a war or a factory, but a great art. We need not only power but culture, not only culture but devotion.

My heart goes out to you with great yearning, wishing you not only success, but honorable success; to those who fail, an honest defeat. Whether you succeed or fail in business, you must make no failure in life itself. Do not forget that life is an art and failure comes to those who do not remember that therefore life must be fine, not vulgar; straight, honest, not crooked; brave, not cowardly.

Across a thousand miles I shake your hand and if we ever meet, I shall be most happy to know that you have found life beautiful and that you have kept it so.

EDWARD A. STEINER

STICK to one trend—one purpose. Overcome the asperities on the way to that purpose; never evade or avoid them. In this way only can one learn about anything thoroughly. "Getting by," with all its attendant evils, is the disease of the main mass of workers in our country. Honest work is the greatest former of good character.

ALBERT STERNER

THE fundamental need today is a high standard of ethics and morals in business dealings. This comes not alone from the moral sense but from an intellectual conception of what is right and what is wrong.

The mother who threw her babe into the Ganges thought she was doing right, and she was hopeless until our missionaries taught her that act was wrong.

Right thinking, therefore, is a most important factor in morals and ethics, and the way one thinks right is by careful study and a full knowledge of all the facts.

The Bolsheviks think they are right, or at least pretend to. As a matter of fact, they are no more than highway-men and robbers.

The person who insists that a railroad or a trolley company render service below cost, is guilty of dishonesty, like the thief.

All business problems, the handling of wealth, the treatment of one's associates, the relation of labor to employer and employer to workman, the care of the needy and the unfortunate, all these are in reality moral problems. Unless they are treated as such, business becomes a game of prey.

Competition is the death of trade because it means the ruin or injury of some or all its competitors. Co-operation is the life of trade because it means the support of some or all of the co-operators.

The young men and women under your supervision will find many interesting problems in their business life which will prove stimulating to solve properly. I wish them each and every one every and all success.

EDWARD C. STOKES

ALL my life, from the time I was ten years old, I have been on the stage. It is not for me to say whether I have been successful or not, and it is even more doubtful that the same principles used in the theatre are applicable to other fields of endeavor.

Personally I think success in any form is attained by the same rules, and if I were to name some of the important ones, as they have occurred to me throughout my long career before the public here and in Europe, I would say that the principal guideposts are clean living, hard work and self-denial. They will stand any test of any particular business or profession.

If I could influence the youth of this country, I would prescribe an active out-door life, stressing the importance of a lively interest in all healthy sports. Athletic competition builds up the body, stimulates the imagination and develops a sense of fair-play, which is the foundation of all success. Physical fitness is just as important as mental preparedness. They go hand in glove and too much of one is just as bad as too little of the other. They must be taken in equal doses.

Success is the result of hard work. It is not passed around on a silver platter to a chosen few, as some of the disgruntled imagine. The most fascinating reading in all American literature is the romance of the American Business Man. The life of any of them, filled with disappointments and seemingly insurmountable obstacles, should fill the mind of the young man of today with hope and encouragement. The opportunities are greater now than ever before in the history of this country for the young man with vision and the will to succeed.

The trouble with the young men and women of today is that they simply will not deny themselves anything. They

try to compete with men and women who have established themselves in the world and now can enjoy some of the luxuries. The beginners want to walk before they creep, and it can't be done.

Success is not acquired over night. It is the result of a hard, uphill fight, entailing many disappointments and deprivations.

I regret that I cannot tell your student body the shortcut to the top of the ladder of success, if there is such a thing in Big Business as it is conducted today.

FRED STONE

IN a little while out you will go! Nothing can stop you. Nothing wants to stop you. You will go pell-mell here and there, scurrying for jobs. Some will be lucky and some not so lucky.

I wonder just what you think Life is going to be—out there in the Land of Tomorrow—when you have completed your high school business training? Well, I'm not so smart. I wish I were. But after you have blundered about for a few years, you learn some things.

If you hold your job, you will have to be *accurate*. Nasty word, that. You hate to pay the price of accuracy. It means hours of extra training on modern spelling; it means a heap of old-fashioned geography and grammar and arithmetic; it means reading daily papers and a few minutes weekly with the good magazines; it means that you bone-up on history and scrub up the rough spots in your

high school French and Latin. Any fool can whip out an assertion. Any stupid ass can roar out his thoughts on this, and that and the other. But business today is right up on its *hind legs, yelling for accurate students*. I know the heads of many business colleges. I heard a big man in one of these say the other day, "Send Miss B to fill that job. It is a crackerjack opening and we must not fumble the ball at the start. She will be accurate." How do you stand on simple correctness—old-fashioned accuracy?

Well, it—the business world of today—wants you to be a queer animal—a sort of biped, walking on two strange feet. The corporations want the newcomer to be *modest* but *self-reliant*. Sounds much like a joke, doesn't it? But it is a million miles from a joke. A modest young man or woman says to himself: "I have many things to learn so I must not strut." The self-reliant person says to himself: "God gave me certain powers and He and my neighbors expect me to use them to my own credit; this I propose to do."

I have a lecture called "Dying on Third." Do you know that thousands of young people—and I am not old—actually die on third in the game of Life because they think they have arrived at the home-plate and they are only on third! When you arrive, there is no more to learn. When you arrive you cease to grow. Do you know, *I never want to arrive!* I want to press forward. I want to stumble, if I must, and get up and rub my bruises—and dig right in again. How do you feel about it?

But I have only so long I may allow myself and your patience may run out, too. Business today says to the young people who are preparing for business careers, "Keep fit." The old order has passed away, little Com-

rades. Business takes into its circle the pick of American brains. Formerly the professions caught the brains, and the stores and factories and shops and offices caught the riff-raff. Not today. The competition is keen for the get-ahead young man or woman. I must be fit. My body must be kept clean. It must be free from organic weakness or poison. I must through daily exercise keep the blood plunging with its building power through my veins. I must be clear of eye. I must flee the things that pull down and destroy. I must keep my mind fit. It cannot let the thoughts dwell on the coarse and crude. I must keep it going by daily watching to its own course of action. My spirit must be fit. I must learn to meet people on their own plane. I must not be arrogant nor brazen nor intolerant. I must be glad in the success of my fellows. I must applaud everything worthy. I must back up everything that is good and clean.

When my queer little sermon is ended, please rise and sing *America*. For America is waiting for you—and you are going to fall in love with this wonder country that rewards all who render a real service.

ROSCOE GILMORE STOTT

I THINK the best thing I can do is to repeat some advice which was given to the freshman class, of which I was a member, at Harvard College by Dean Briggs.

He said words to this effect: Remember in choosing your occupations in life that in order to achieve any degree of

success you have got to devote practically all of your time to your chosen work. Therefore, if you choose something which is uncongenial and which does not interest you, you will have to devote your time to uninteresting and uncongenial pursuits. In this connection Mr. Bruce Bliven of the New York Globe told me recently that about 90% of the men and women who develop mental trouble are engaged in work which they dislike and have been forced into either by the pressure of parents, relatives or by apparent economic necessity. I have an idea that practically all successful men and women regard their occupation, whatever it may be, as the most interesting and worth-while occupation in the world.

LYMAN BEECHER STOWE

I CAN only repeat in other words some of the things we have been told in the Bible, in countless proverbs, adages, aphorisms, fables and saws by old philosophers and new philosophers and the successful men of all time.

There is no secret about the recipe for making a success of life. On the contrary, the way to success is one of the few things upon which wise persons of all ages have agreed.

In my own opinion, moderate success in life—and I should say that when I speak here of success I mean a reasonable degree of economic prosperity—is not so difficult to attain as is commonly supposed. In this view I am supported by E. M. Howe, the sage of Atchison, Kansas, who has written a book entitled “Success Easier Than Failure.”

The reason why I do not think success difficult is that once you get your head above the common level, competition is not very great. That is because the average person unfortunately uses his mind very little, but is apparently satisfied to proceed through life in a dull rut.

Someone has said that genius is a capacity for taking infinite pains. In business, what is called genius is oftentimes nothing more than common sense and energy. Roosevelt told me he did not consider himself a genius. Beyond his great gift for leadership I do not think he was a genius. He was simply an energetic, honest, clear-headed man, devoted to whatever job he was doing. We cannot all be Roosevelts, but we can go a long way by patterning ourselves upon him, or upon other tried, successful men.

The President of the National City Bank in New York, when asked to name the requisites for success, set health first, because without health nothing could be accomplished. That means exercise, cleanliness, regular hours and a proper amount of sleep. Surely there is no secret about that. It is only common sense. To keep at a high point of efficiency one must keep feeling well.

It goes without saying that one must be honest. The fact that a dishonest person occasionally "gets by" for a while means nothing. All the wisdom of the ages shows us that "honesty is the best policy."

Industry takes a high place on the list of essentials for success. One must be interested in one's work. The time-server never gets ahead. One should think all around one's job and devise ways of doing it better than it has been done before. Concentrate on your work. Put it above every other thing when you are young and later on you will not have to work so hard. It is easier to work hard when you are

young. Also it is easier to save, going without comforts which in old age are almost necessary. An automobile is a better thing to own at fifty or sixty than at twenty or thirty.

Young people, if ambitious, are often impatient for success to come. Don't be in too much of a hurry. Above all, don't speculate with your savings. All the wisdom placed at our disposal shows that speculation, which is a polite word for gambling, is almost certain to end in disaster. Do not be misled on this point. An old banker told me this when I was a very young man, but instead of profiting by his wisdom, gained from experience, I lost a lot of money to learn what I might as well have learned from him: namely, that the safe investment is in the end the best investment, and that the interest return on investments is, to all intents and purposes, invariably low in proportion to the safety of the principal. A high interest return denotes a highly speculative investment. Government bonds pay little, but the principal is secure. Get conservative advice before investing your savings. My old banker friend told me to get the advice of three conservative and disinterested experts before putting money into anything. Successful men are almost always willing to advise others when they see that they are making a determined effort to get up in the world.

Save money and invest it safely. Aim at a thousand dollars first. After that it will come easier.

Don't worry if you think you are not getting full credit for all the work you do. Do your best and rest assured that you will ultimately be noticed if your best is only one per cent better than that of the average person. But try to make it ten or twenty per cent better.

Be generous. Do not be jealous of praise given to others. People respect those who are generous in this way, and

friction is avoided. And friction, whether in a machine or in a business organization, is death to efficiency.

Endeavor to foresee what positions may be open to you as you work your way up, and try to prepare yourself in advance to fill them. Remember that nothing you may learn is useless. Roosevelt used to plan years ahead and was consequently able to meet "emergencies" instantly when they arose. Many "emergencies" were not emergencies to him.

If you see a mean, small-minded, ungenerous or dishonest person in a good position, do not let that discourage you or deflect you from your policy. Such a person is the exception and will not in the long run be a success.

"The proper study of mankind is man." Study others and see how certain traits in their characters produce certain results. The person of substantial character forges ahead; the lightweight inevitably drops behind. Sometimes it takes a long time to work out, but the old law of cause and effect operates regularly and certainly.

Most of all "know thyself." Size up your good points and your weak ones, and develop the former while conquering the latter. Don't fool yourself about yourself. Don't justify yourself, either inwardly, or to others, by excuses faked up for the occasion. If you have made a mistake admit it to yourself and to your superiors. Don't wriggle in an embarrassing situation. Face the music. You will be more respected for it. Lying and deceit are not merely weak and immoral—experience shows that they are detrimental to the material progress of the one who practices them.

Take an interest in public affairs. Don't live in this country as if it were your boarding house. Remember you are a partner in the concern and that if you don't do your share in looking after it, it isn't going to be run right.

We have, from a material point of view, the best country under the sun. Let's *keep* it the best country. We don't want any socialistic experiments here, and certainly we don't want another Russia. Progress comes by evolution, not by revolution. The people who want to "improve" the world by turning it topsy-turvy are lacking in intellectual equilibrium. I have known a lot of them, but not one that I would trust to balance a bankbook or run a little store, let alone a government. Not that they are all dishonest, but they are all impractical.

Some few radicals are muddle-headed altruists; but the large majority are of the unfit—people lacking in intelligence and ambition, who think it would be easier to "get theirs" by pillaging those who have laid money away than by earning it, and who do not realize that such a course, quite aside from any question of morals, would simply wreck the country and result in the greatest hardships for all.

Up to the time of the war the world was steadily improving. This is a demonstrable fact. The war is a sickness from which we can recover if we go about it in a proper way. One of the most disgusting things that has been proposed in American history is the so-called bonus for veterans of the war, and one of the most shameless performances in our political history is the bowing of politicians to such a miserable hold-up.

The bonus will do a great deal more harm than good. It takes more character to stand up under the demoralizing influence of money that is not really earned, than to stand up under poverty. The soldier-politicians who put over the bonus are stooping to the level of the war profiteers. The best class of men who served the country in the war do not want the bonus, for they know that easy money never did

anyone any good, and that bonus money is likely to be for the most part squandered, resulting in waste, idleness, industrial demoralization and increased crime. Too much work is a better thing for any man than too much idleness.

Among the dangers we are facing is that of low-grade immigration. Here again the politicians have been weak. Instead of working out a scientific immigration law that will bring us only the kind of people we need, they listen to various race groups, and admit immigrants on a basis of race percentages, without the slightest regard to the kind of material required, or the kind of material that will make good stock. Of late years we have been admitting the scum of humanity, and already we are suffering for our folly in social unrest, radicalism, and crime. Half the inmates of insane asylums in the vicinity of New York are foreign born, and the percentage of crime among immigrants of certain races is very high. These facts are well known, yet the politicians temporize, yielding to pressure brought to bear by members of various race groups, calling themselves Americans, but having no real concern for the welfare of this country.

Trades unionism, a most necessary thing, shows, in certain quarters, signs of running amuck. A determined effort is being made by radicals to get control of the unions and use them for wrecking business. Also there is a tendency in many of the unions to cut down the amount of work done, and to lower the quality of the individual's work to the level of that done by the poorest workmen. This results in great injustice to industrious men who take pride in their work, and who should be better paid than inferior workmen. Unions are necessary for the protection of the workman, but they should use their power decently and throw out the

Reds, who are as much enemies of our Government as though they were marching against us in armed regiments.

These are only a few of the things good citizens must think of, and take action on, if this country is to remain the happiest land on earth. If we let it become otherwise it is because we don't deserve the blessings we have had.

Good luck to you all!

JULIAN STREET

TO labor in joy, trusting some day ever to joy in labor; to live in hope; to seek beauty in leisure, and light at all times; to wait patient in weakness, and press forward in power; to break bread in contentment, and house not with hate; to love and honor the soil, the open sun, and the human hand; to be gentle with gentle creatures, and honest, above all, with women and children; to honor, when need be, what is old, and yet seek out what is new; to press onward not blindly, yet onward, if but an inch; to help a brother with open kindness, and mould not a beggar with demeaning alms; to watch and love all growing things and dumb animals; to be satisfied with simple delights; and to honor the one and only King, who is Man, and Man, who is King.

Let this for all time be our Creed, our Belief, and our Faith.

ARTHUR STRINGER

KINDLY say to the group that have done me the honor to select me to give them a few words of kindly admonition that I have worked all my life with young people, and I believe that the three great things for a useful and successful life are: (1) high character—and high character does not come without distinct and clear religious ideals; (2) industriousness—all the men and women who have achieved in the world have been hard workers; and (3) you must have a high purpose and a broad vision of the means by which to realize that purpose. To attain this, you should have a broad education in the best sense.

JOSEPH SWAIN

IN the course of a long and busy career, during which I have experienced many ups and downs, I have come to the conclusion that one of the first essentials of success—even moderate success—is one's capacity to take stock of his weaknesses and abilities; to detach himself from himself and carefully analyze the man.

This is not an easy thing to do. While we are all willing to admit that we have our shortcomings, few of us readily confess that such faults as we have are any greater in comparison than those which enter into the composition of the average person.

In other words, we look at the matter as a sort of fifty-fifty proposition, and we proceed on the theory that everything being more or less equal, there is no reason why we should fail except when luck rules against us.

The mere admission of a fault is not enough. We might just as well never acknowledge a weakness as to make no attempt to remedy it. Confession is not correction, and without the rectification of our defects—when we know them—we cannot make good against stronger personalities.

The worst attitude of mind is that which leads one to believe himself a particularly unfortunate person—that the world is against him and that he can't make good, not because he lacks the ability, but because hard luck pursues him.

It is difficult, of course, to reckon against genuine misfortune. A hare-lip and a club-foot are misfortunes, but hard luck is largely a superstition when it isn't an excuse.

When we once get ourselves in the mental attitude that will permit us to apply the principles of self-analysis, we usually find, probably much to our disgust, that nearly every failure, every miscarriage of our plans, is traceable to our own bad judgment or to some little weakness.

Vacillation, indecision, instability, impulsiveness, fear, leniency, over-confidence, stubbornness, prejudice, suspicion and countless other things which may be classed as weak or emotional, have had, probably, some contributing influence upon our failure.

All of us are prey to some of these things, in a greater or less degree, and according to their proportion we are either weak or strong.

Mistakes are born of action: it is no sin to err; to make the same mistake twice, however, is a sign of bad judgment, and without judgment no one succeeds except by chance.

Don't be ashamed of your faults; but once you know them, apply corrective measures or you will travel the road that leads to failure.

Luck never sets for long against those who don't believe in it. Assume the attitude of a martyr and you will find yourself your only sympathizer.

Take a seat on the mourner's bench and only the grief-stricken will sit beside you. Success begets success. "Misery loves company," but it usually has to play a game of solitaire.

Get the idea that you are the picture of hard luck and, after a while, you will look the part and have to play it to the end.

"The proper study of mankind," says Pope, "is man." Begin with yourself—the most important person in your category of friends.

Once you have separated the wheat from the chaff, begin to eliminate the chaff and cultivate the wheat, and some day you will raise a bumper crop which will pay you handsomely.

MAURICE SWITZER

I AM both flattered and embarrassed by your letter of October 22; flattered by the undeserved compliment that your group of high school students have paid me in selecting me as their "guardian," and embarrassed by the fear that I shall be unable to justify that selection.

But I have no right to temporize in answering such a call as this is if there be the smallest hope that anything I can do or say will aid these students to achieve their purposes in life.

If I had knowledge of the reasons that prompted them to select me, it would be an easier task to address myself to them. Lacking that knowledge, I can only assume that the interests we have in common are sufficient to justify my response to your letter, in place of another whose words might have more inspiration than mine possess.

These common interests I believe include an agreement as to what constitutes the better part of life. It is not money, nor is it success measured by the dollar sign. It is an ability to give rather than to get. It is an ability to give a thrust and a lift to daily existence that will make it cheerier and brighter; to bring about helpful association and co-operation, instead of surly personal isolation, that is almost too marked a tendency these days. I think we all need to be more socialized and less apart, each from the others. Most of us are agreed as to what we seek; let us then be more in agreement as to the means and methods. Perhaps the greatest source of world disputes, whether they be political, religious or personal, lies in the questions of "who is to do it" and "how it is to be done," rather than "what we want to do."

I think the most difficult thing for us to learn, when we are starting out in life, is that the ones at the top are not against us, but are actually seeking to help us, eager to discover ability and to aid in its development. But the wisdom they have gained, through experience, has taught them the difference between the real and the spurious; so, when promotions do not come as quickly as we think they should, it might be well to give thought to the possibility that the fault lies within us instead of with others. It is not easy to blame ourselves, yet in that often lies the beginning of improvement.

I think the qualities that help us most are truthfulness, courage, intelligence, perseverance and enterprise. To this

list I would add optimism, as that is always a pleasant if not a necessary attribute of any personality.

But it is not the possession of these qualities that counts; it is how we use them. The most wonderful machine in the world means nothing unless it is given life and direction. In action lies the final test of all our plans and protestations. None of us is so handicapped but what we can make that action pretty much what we will it to be. Henley's "Invictus" is still a true gospel of life.

I wish I could say something of more value to my new friends, but if anything I have written is of aid to them, I shall consider myself their debtor in having conferred upon me the opportunity of helpfulness.

HERBERT BAYARD SWOPE

"**S**ATISFY yourself and do it with a grin!" The chances are no one with an ideal can do such a thing, but it is certainly worth trying, especially the grin part.

Preparation, experience, and cheerfulness, along with ordinary honesty and decency, form a combination almost unbeatable, one which may even force the door of opportunity at times and can certainly make good when opportunity offers itself. Which may sound trite, but I believe it to be solid truth.

CHARLES H. SYKES

IN answer to your request for a brief message that might be of use to your young men and women in training for business, I am in doubt of my ability to say anything of the slightest importance, but venture as follows:

Being a student is the real business of life and should never end; for life is dismal only to those who have no more to learn.

I fear this is dreadfully sententious, but sententiousness is difficult to avoid in a "message."

BOOTH TARKINGTON

IN looking back upon my life, at seventy-two, I mark the progress I have made along the line of thought education. As a girl I was sensitive, morbid, unhappy. Soon, however, I recognized the fact that thought is the character-builder; that fears and urgent desires, continually indulged in, fasten their hold upon us, and, to a greater or less extent, become materialized and govern our lives. From the time I changed my trend of thought and became cheerful, hopeful, happy, inviting only desirable things and conditions, life showered its blessings upon me. Since that time I do not remember a single important desire that has not been realized. Many lesser ones have been denied me, but they left no trail of disappointment and I cannot now recall them. Those which dominated my thoughts became, in time, so much a part of my being that they drew to me their own realization.

This happy experience of the dreamer may, I feel assured, be that of the business student as well, and the sooner the

wholesome influence of right thinking is established, the sooner will the most desirable attainment be yours. Keep the thought-chamber clean; clear it of all rubbish; hold to your high ideals with steadfast purpose, and the heights of your ambition will be reached.

Whenever an unworthy suggestion knocks at the door, demanding admittance, cast it forth, just as you would banish an unclean person from your intimate association. Unworthy thoughts clog the delicate mechanism of true ability and rust the springs of successful achievement.

You are building for time. Do not open
Your heart's sacred portal to sin.
Don't unbar the door, vain hoping
That only the thought will creep in.
Deeds are thoughts given voice. From the center
Of action they leap past control;
Let only right messengers enter;
Stand guard at the door of your soul.

ROSE HARTWICK THORPE

THE youth of a nation is at once its present power and its future hope. The ideals of the student today are the activities of humanity tomorrow. Youth has enthusiasm, courage, initiative, love for fair play, idealism, loyalty to persons, a sense of liberty and a sense of progressiveness. Such forces in the mind and heart and will of the student are the forces that conquer the world.

CHARLES F. THWING

AS one grows older, one values more and more, I think, whatever one has secured through the cultivation of one's faculties, whether in school, or college, or active life, through books, the arts, the sciences, and the other instrumentalities of civilization. In short, culture seems to be a prime fact of life. But one is often, I fear, disposed to forget how close are the relations between business and culture, taking both in the large. Without business of many sorts how could culture have existed? Without culture would business really have been worth while? In the answer to these two questions, we have the answer to a third question—"Why a Department of Business Instruction?" Good work in such a department means the chance of acquiring the fruits of culture for one's self and of sharing those fruits with others.

WILLIAM P. TRENT

KEEP young.

It really isn't hard to keep young. Think it, and you will be it. Like most big truths, it is very simple. Of course one can't burn the candle at both ends and in the middle too and also keep young. Simple food, simple habits, good will to others, hopefulness—these will keep men and women young when the years are shouting to them, "You are old! You are old!" And ask all whose opinion you value if youth isn't a great asset in business of any kind.

Secondly, I should say, always be courteous. I think that incivility, abruptness, curt looks and answers—in a

word, bad manners—are too often a mark of our fellow countrymen. And I think also that this rudeness comes mostly from a mistaken idea of independence, of the American's fear of seeming too "soft" or being in some way like a "foreigner." It is a huge mistake. If there is one investment in life that costs nothing and brings in one thousand per cent, it is politeness. A man or woman isn't kowtowing to another when polite to that other—he (or she) is reverencing the fine quality of something within. Besides, to come down to facts, it is better "business" to be polite than to be curt or abrupt.

Thirdly, my earnest advice is: try to start in your career with someone who takes pride in the *quality* rather than the *quantity* of his work. It is the very salt of life, this having pride in one's work. It gives what dramatic managers call "kick" and "punch" and "pep" to the humdrum of everyday. Indeed, with a pinch of pride in achievement the humdrum becomes interesting.

I know very well that in business of all kinds the person who can "put it over" at all costs (no matter how shoddy the thing may be that is to be "put over"), is apt to be considered the "smart" and up-to-date person. But one can be too "smart," and this putting over business is a good deal like leap-frog—some day there is likely to come along some one who is just a little "smarter" than you are, or one who takes you unaware, and, behold, *he* has "put it over" on *you*, just as the boy recently jumped over in leap-frog goes sailing over the back of the very boy who leapt over him.

Besides, if you believe in a thing yourself, you have the power within you to make others believe in it. It is my bedrock opinion, that to succeed in one's work, yes, and to be happy in it, one must have belief in it.

I am a writer, and so these thoughts on business are apart from my usual "line," but in my profession, my business as it is in a way, I have never yet seen either man or woman succeed by trying to "write down to the public," as the saying goes.

There is a lot of poor stuff written, of course, that is popular and that the public likes, but my firm conviction is that the authors of it *believed* in it. I mean that they thought they were doing good work, and so tried their best, and that in this way some element got into their work, poor as it may be as *literature*, which was human and sincere and, in that much, worth while.

I now come to another point which has always made me feel, whenever I heard it, as if I had put a spoonful of sand instead of a spoonful of sugar over my strawberries. It is this expression: "Business is business." So it is, of course, but it is much, much more. It is the man's and woman's touchstone, the measuring rod by which "the measure" of a man and of a woman is taken by the invisible umpire in this great game of life. (I use the word "game" in its noblest significance, as the Greek athletes of old time used it.)

But in the business world too often that phrase, "Business is business," is used like Charity, to cover a multitude of sins. If anyone has made a "sharp deal," a skin-flint bargain, a plausible misrepresentation—has obtained, for instance, a great masterpiece (of painting) from some unsuspecting old soul for which he gave \$50 when he knows that he can sell it for fifty thousand (Oh, I know that Mr. Business is Business would call that "a fair deal," but it is *not!*)—whenever such things are done and the victim or his friends remonstrate with the doer of them, a shrug

of the shoulders, or hands palm out, and that hateful phrase, "Business is business," is the only answer they get!

So do, please, my dear Eight, wipe that saying from your slate for good and all. I am no sentimentalist. To pit keen wits against keen wits is of the nature and zeal of real business. To get the best of a crooked dealer by straight but quick and imaginative foresight and action, that is an exhilarating and legitimate delight. It is a profound truth that everyone with any spark of strength or self-respect resents being "done" and would rather give away twenty dollars than be cheated out of one. But there is such a thing also as being generous in business, and the strange thing is that in the end it even "pays" better than the methods of Messrs. Business is Business & Company!

Now one last word and I have done.

A wise friend once said to me when I was young, this astonishing thing: "Do not be afraid of a 'smattering' of things outside your principal work." To my look of surprise he replied: "Is it not better to see through pin holes in a wall rather than not see through it at all?"

I mention this to you, because in the future your lives may be so busy that you may think you have no time to read or learn anything outside the particular business you have selected as your life work. *But this is not so.* I will explain. You will all admit, I am sure, that languages are another very valuable asset in business. Well, I learned to read Italian by propping up the grammar on my toilet table while I was dressing in the morning, and so learning first of all the two auxiliary verbs "to be" and "to have."

With these verbs at one's finger ends in any language, one has made a sound beginning. I went on with the text of the grammar in the same way.

Twenty minutes a day faithfully observed in the study of a language will bring results that will astonish anyone.

There! I have finished my letter and I only hope that you are not all worn out and that I haven't bored you to death.

AMÉLIE RIVES TROUBETZKOY

NOW, I should like to suggest something! Most of us who ever get anywhere generally begin at the bottom of the ladder—any ladder—till they find the particular ladder for which they were fitted to climb. My advice would be, keep fast hold of your job, but study yourself hard meanwhile, and, if you find you are a square peg in a round hole, get out into a square one at the first chance. But if you are lucky enough to be in the round one, do just a little better than your best to fit it better and still better; and also, the peg-hole is the next step up that ladder.

Next, when you have won that step and have others under you, then is the time to be most on your guard. Teach your helpers, say a word of encouragement when they do well, credit them with good intent when they do ill, and correct with a word and a smile, perhaps a jest. For advice spiced with a jest is remembered along with it, while advice sauced with a curse is forgotten in enmity, but the curse is—never.

When the time comes to look back across life instead of forward, the joy-times of memory that will be worth while to you most will be those wherein you helped someone else who, for want of help, was slipping down that ladder. So I offer you that thought.

JOHN PRESTON TRUE

PREACHMENTS to young people are abundant. Many of them justly go unheeded. The best thing I can say to them is: There is yet as good a chance as ever in the business world for young men and young women who have reasonable ability, coupled with industry and interest in the task they are at.

Given industry and a resolve to excel, results are certain. By this I do not mean for anyone to stick at a job for which he is unfitted temperamentally or physically. Great successes have been made by people who changed from a wrong start.

Wherever one is, he can always gain experience, be he a good observer. The habit of close observation is a most valuable thing. Pry into the thing you do.

Two very remarkable instances have come under my notice lately of young men just out of high school going into an enterprise, and, owing to their intelligent observation, they were able in a very short time to make valued suggestions, practically over the heads of men who had been there longer, but who had not trained themselves to observe things.

FREDERICK D. UNDERWOOD

AS an artist, I am afraid I cannot highly commend "business methods"; as a business-man, I have seen so many high principles shattered that I am somewhat dubious regarding the value of uncompromising ideals in the world of trade. I wish I could feel that some sort of mixture of the practical and the poetic was beneficial to a person

about to earn his living *via* the competitive system, but the facts are harshly opposed to the hope. The idealist is handicapped in the struggle for existence by his very idealism.

And yet, without vision, life has neither incentive nor reason for being. We must continue to protest. And if, by our dissatisfaction with conditions as they are, we can make life a little richer and more colorful, our endeavors will not be without excuse. One of my early poems, entitled "On the Birth of a Child," concludes in this way:

About you the world's despair will surge,
Into defeat you must plunge and grope;
Be to the faltering an urge,
Be to the hopeless years a hope.

Be to the darkened world a flame,
Be to its unconcern a blow!
For out of its pain and darkness you came,
And into its darkness and pain you go.

LOUIS UNTERMAYER

IT is unfortunately possible to have considerable success in business life—if success is measured in a purely material way—that does not spring from good citizenship. Success that is measured in a material way, however, is not in the long run, I believe, a very satisfying success. It is much more important for young men to consider what they can put into business life than that they should have

solely in mind what they can get out of it. Perhaps just that is as good a text as any other that I might suggest. I would then emphasize the desirability from every point of view for young men to hold to an attitude that will keep constantly before them the question of what contribution they are going to make toward creating a better business world, toward rendering a real service to society. If they can grasp that idea firmly enough, it will influence them in their selection of their field of work.

I believe there will be much more permanent satisfaction in life coming to those who feel that their work is of real value to society, than can come from merely material success derived from work that is of questionable value.

One of the most permanent satisfactions certainly is in the good opinion of one's fellows. That is not gained through selfishness, but comes through rendering real sound service. A man's contribution in that direction is pretty accurately measured in the end, and the return is, I am confident, more substantial and lasting than is any reward of any mere financial success.

FRANK A. VANDERLIP

I HARDLY know what I can write you that will be interesting, except to urge you to take advantage of the opportunity that you have right there. My own schooling was interrupted by illness, and I have always felt the need of that schooling which circumstances compelled me

to forego. Each year as I grow older, I see how much I missed through not having had a really good foundation, and I have had to work twice as hard to achieve success because of that handicap. For that reason, I always tell everyone, "get as much education as you possibly can, for no matter what your work in life is to be, the more background you have, the more easily will you achieve success in your chosen field, whatever it may be."

In my own work as a musician, I have found that the one thing most necessary was perseverance, to go on in my work, in spite of all obstacles. Encouragement of course helped a lot, and at the very beginning, when I was just starting out, I had to get some encouragement. Before I was twenty I had a song accepted for publication. This gave me the incentive to continue in the field in which I hoped for success; but after the first accepted song, there was a slump, and everything I wrote was refused by publishers.

At first, when I found my compositions weren't being accepted, I was tempted to give up; but that was the thing I wanted most to do, and so in order to continue in my own field, I went into the related one of the stage, there getting the atmosphere necessary to write successful songs. I mention this, because it seems to me that many people, when they find they can't make a success at once in their chosen fields, will drop them completely, whereas very often by going into something related, they keep in the atmosphere, and can, eventually, as I did, return to the first thing they really wanted to do, and make success there. I gave up the professional stage about six years ago, and devoted myself entirely to composition. The added years of experience bore fruit in songs that now are accepted for publication almost as soon as written.

The only rule I can lay down for success is encompassed in the one word, "*stick-to-it-iveness*." Do what you want to do, and don't let anything turn you aside.

I am afraid I have talked almost too much about myself, and still I don't know how I could point the moral of my own feeling in the matter, without telling you something of my own work.

FREDERICK W. VANDERPOOL

HARD work when you are young not only gives you a taste for it, but makes work easier and more efficient as you grow older. Financial honesty is necessary to credit. Intellectual honesty is necessary to self-respect. The sense of honor, which is something more than honesty, is necessary to win the confidence and lasting affection of others. The love of God is best shown by a willing service to the welfare of mankind. For every time that I have forgotten these facts, I have had reason to be sorry. For every time that I have remembered them I have had cause to be grateful.

HENRY VAN DYKE

THERE are many different conceptions of success, but real success is primarily based on one's self-respect and the honor and love accorded by one's friends, associates and neighbors, and the fundamentals of this success I will place as follows:

First, home training at the knees of the Christian and religious mother, supplemented by faithful attendance at Sunday school and church, for this makes for character, the first essential to all true success;

Second, a sound education in the public schools, in which one learns the qualities of others, which he must measure later, for "Men are but children of a larger growth," and digested knowledge spells power, and power brings success;

Third, industry and intelligent application. "Seest thou a man diligent in business, he shall stand before Kings."

Fourth, thrift, which means preparation to take advantage of opportunity.

Character, industry, perseverance and thrift, in short, are the corner stones of any real success.

WILLIAM S. VARE

TRAVEL your road through life with Faith and Truth, Courage and Perseverance, as your companions, and you will reach your goal. Determine to achieve and you will accomplish. Remember that an All-wise Providence has given you a share of the responsibilities of the world, and as surely as you are born, so surely will each one of you give an account of yourselves to God. Shirk no task, however trying, but be just to all men. Do your

share to help others through life. Guide the blind man down the lane; aid the lame dog over the stile; but in all humility of spirit pray allow God to govern His universe.

Be gentle in your manner and considerate in your speech, for as our speech is, so are we. It is by the spoken word that we show the degree of our culture or betray the depth of our ignorance. When you speak, let your speech ring true; let the words you use be well chosen, and your pauses be heart-beats that mark the sincerity of your thought.

When duty becomes irksome, thank God you have it to perform; when the dark days come, as they do into most lives, remember this—there is content in labor. Work and you shall have peace of mind, for work never killed man. I echo the sentiment of the poet who wrote:

“Work and your house shall be duly fed;
Work and your way will be won.
For I hold that a man had better be dead
Than alive when his work is done.”

FRANK H. VIZETELLY

IF I had to choose between a good reputation and the average bank account of the average citizen, I would choose a good reputation.

Character in business is its biggest asset, and the most enduring. Money may be made and lost in a thousand hon-

est and dishonest ways. Failure may result from success. So-called success may in fact be failure—when you take stock of your life's work. Many elements in the business world are constantly disturbing the business life of the nation and the individual. We have economic storms and financial disasters. We have epidemics of trade and financial depression when the business force of everybody is below normal, and sometimes in a state of partial paralysis. In short, business has more diseases than the patent medicine men have ever described in the ads that make us sick in spite of our good health.

Is it not reasonable, therefore, to suppose that the only individuals who can survive in such a strenuous sphere as the business world, are those who have in themselves, in their shops and factories, in their methods of trading, that which nothing can disturb, nothing destroy?

That element is *character*, sturdy, honest integrity and character, the possession of a reputation for playing the game of business fairly in every wind and weather, in prosperity and in poverty. A good business reputation is the best asset our young men and women can acquire as a background for their business sense and ability. And business sense and common sense are twins.

So play the Game, whatever it is, hard; play it fast and play it fairly. Learn to give as well as to take. Avoid the nefarious principle of merely getting and getting away. Learn to obey the inspirations of high purpose and you will command respect. Life will yield its abundance, and when you drift into the twilight of age, your monument will be Achievement, your reward Success, and your abiding comfort the Love of Mankind.

HENRY W. WACK

I BELIEVE that education should make not only good men and women, but good citizens. That is to do one's duty both individually and collectively. To vote is a duty as well as a privilege. Right evil through the law and not by breaking the law. In opposing evil, take off your gloves, but do not mask your face. Every successful effort to concentrate on the solution of difficult problems is an aid in the acquisition of further knowledge.

I have framed before me one of Theodore Roosevelt's maxims—"The law of worthy life is fundamentally the law of strife. It is only through labor and painful effort, by grim energy and resolute courage, that we move on to better things."

This does not mean all work and no play. No one more thoroughly enjoyed life than our great statesman. He could play hard and work with a will.

RICHARD WAINWRIGHT

I WISH I might meet these young ladies and gentlemen face to face and tell them personally some of the things that are in my heart. They are upon the threshold of life. Under your guidance they have been learning how to use their brains. They have been learning how to think straight—how to accumulate useful knowledge, and how to apply it to advantage. But, after all, the best that a teacher can ever hope to accomplish in the limited time that he has students under his direction is to teach them how to acquire an education. He starts them out upon the road, and then he must send them on their way alone. The trail lies open

before them, but it is a hard trail to follow. It is up to them whether they turn back or whether they toil on to the mountain summit. The former means the discontent of a mediocre existence; the latter, all the happiness that comes with the achievement of success. One's education is, however, never finished. There is always a higher peak to climb, but with the attainment of each summit, one's view of life expands and there is added a new joy to living.

We are prone to believe that the day of big opportunity has passed, and that the keen competition of today renders the achievement of any outstanding success impossible. That has been the cry of every generation. I heard it when I was young, but during my lifetime I have witnessed the greatest successes of the world's history. By this I mean individual successes as well as scientific, industrial, and political successes. Today is the day of opportunity. There never was a time in that vague past of which we hear when opportunities were so numerous.

Success demands ambition coupled with sacrificial courage to devote night and day to the attainment of the ambition. A high aim and a ceaseless plugging to attain it is the price. Dreaming of great things that one will do at some future time never gets one anywhere. Today is the time to begin the work, and it will only reach success through steady and continual effort. "Procrastination is the thief of time."

When Mr. Culver went about the Indiana country with a team of mules and a wagon, peddling stoves, he determined that one day he would manufacture stoves for others to sell. This was his ambition, and to the average man it would have seemed a hopeless one to attain. His only capital at that time consisted of his mules, his wagon, his stock in trade, and the brains God had given him, which, however, included a

will and a tenacity, at the expense of much self-sacrifice, to stick to a trail, no matter how hard it might be, until he had climbed the mountain top of his desires. He had left school as a small boy, and he felt keenly the handicap of an educational training which had never extended with him beyond reading, writing, and arithmetic.

One beautiful spring day, when he was eating his dinner and feeding his mules on the shores of Lake Maxinkuckee, he said: "When I have my stove foundry, I'll build a school on the shores of this wonderful lake, where other boys may have the training to start life right that has been denied me." Mr. Culver realized his ambition. He was a multi-millionaire when he died, some fifteen years ago. The great Culver foundry of St. Louis, and the Culver Academy of Culver, Indiana, are monuments to his ambition and enterprise. The Culver Academy, I may say, is the best equipped and largest preparatory school for boys in the United States. Mr. Culver never said, "I will if I can," but adopted as his motto, "I can if I will." The aim of all instruction at Culver is stalwart citizenship. No isms are tolerated there. This is in accordance with the requirements of the founder. He was a steadfast believer in the soundness of our constitutional government. He believed, as he believed his Bible, in the equity of our Constitution.

Happiness in life is the goal for which everyone strives, but happiness does not come to us, as so many people are inclined to believe, through the attainment of riches alone. That is an incident. Happiness comes through the attainment of an ideal, and this ideal must include a program of service to others. This service begins in the home circle; it extends to the community in which we live and to the flag which is the emblem of our country. We must make sacri-

fices for those we love, for our neighbors, and for our own sakes. Let us deny ourselves some pleasure every day if by so doing we can make another happier or accomplish some work that has been neglected.

Any young man who has none but himself to support may secure a college education if he wishes. Let me refer to a few instances among my personal friends. The son of an Adirondack trapper decided when a mere lad that he would be a forester. He earned his entire expenses through high school and college, and graduated in 1922. Before graduation he had a position offered him at \$2400 a year, which he accepted upon receiving his degree. A graduated rise in salary on a three-year basis will bring him \$4000 a year in 1924. Another, the son of a day laborer, was thrown upon the world and his own resources at the age of ten. He has educated himself by earning his way through secondary schools, state normal school, and finally through college with the A. B. degree, graduating in 1921. He is already earning \$300 a month. A third earned his way through college and post graduate work at the University of Chicago, graduating in 1916. He is professor of biology in one of our well-known schools in the Middle West. These are examples. I might name many more.

If I may be permitted to sum up in a general way what I have said in this letter, it may serve as emphasis.

Let the aim be high—the very top of the chosen profession or life-work. Accept the motto as personal, “*I can if I will.*”

Budget your time. Make a definite program, not forgetting to set aside a percentage of time for daily physical and mental recreation.

Do not procrastinate. Begin now, without a week’s or a month’s delay, to carry out your program, and have the

courage and backbone to follow it with sacrificial persistency in the face of manifold discouragements and setbacks.

Be a pioneer. Do not be satisfied with what others tell you or what you read from books, but do original thinking and investigation, and be prepared to receive new truths.

Believe in yourself—believe that you can do what others have done. This is not egotism. Listen to suggestions and advice, and profit by the experience of others.

Be true to your religion. Have settled religious convictions and live true to them. Remember the golden rule—that applies to all of us. If you do this, you will be true to yourself.

Let a spirit of service to others and to your country pervade your life. A selfish person is not likely to have many friends.

Avoid extreme radicalism. Remember that the happiest form of government ever devised is our own. Everyone here has a chance, and success depends upon the individual and the stuff from which he is made.

I hope I have said something in this letter that will inspire and encourage. I have a profound belief in youth and its limitless possibilities for achievement.

DILLON WALLACE

I ENCLOSE a copy of a little article which I wrote some time since, expressing my thoughts in regard to some of the things which hold back either a young man or a young woman in their efforts to succeed in business life. I see no reason to change my opinion regarding any of the statements set forth.

I am glad to know of the little company of eight, who are desirous of making the best use of their business education, and after a long business experience, which has covered over sixty years of continuous effort to raise the standards of American business, I stretch forth my hand to each one of them in friendly encouragement, and in the hope that they will keep lighted the torch which is passed on to them by those of the older generation whose places they will be called upon to fill.

An unsuccessful clerk or business man does not need to look far for the cause of his trouble. It is generally in himself or herself. It may be one of this dozen of little things that are not little things:

1. He forgets that his worth is manifest by what he produces in management or sales.

2. He finds excuses for *not doing*, instead of finding ways *to do*, what should be done.

3. The world goes ahead in almost every direction, and he keeps on the hum-drum turnpike where somebody will have to pay the tolls.

4. He is not observant, accurate or thoughtful.

5. He is sailing by the broken compass of chance.

6. He flatters himself by comparing in his own mirror instead of with others that have passed him in the race.

7. He thinks nobody notices that he has fallen behind.

8. He does not love his work as he used to, and therefore his enthusiasms have been lost.

9. He puts off too many things until tomorrow.

10. He is unconscious of being idle much of his time, and lets the day go by lacking results he could have attained.

11. His lack of thoroughness blocks his leadership.

12. However honorable, he fails to realize that his example affects others.

When His Majesty, King George, came back from Australia just before his coronation as King, he called the leading business men into the old Guild Hall of London, and told them they must *wake up*, or their provinces would get ahead of them in the Mother Country.

In hundreds of places in the business parts of London, during the Coronation ceremonies, great electric signs in color stood out saying—

“THE KING SAYS WE MUST WAKE UP.”

JOHN WANAMAKER

I WOULD that I could put into your minds a thought that would inspire you, something that would make you realize the wonder and the greatness of the age that you are living in . . . the tremendous and fascinating responsibilities that are yours, you young Americans who belong to the most idealistic country in the world—all its past proves that; it's future is in your hands. Remember it isn't life that matters; it's the courage you bring to it.

Many a time you have inspired me, perhaps far more than you realize, when I have had the honor of playing before you, so you see I am in your debt.

DAVID WARFIELD

YOUNG men and young women, at birth Life hands us every one a job, and says, now make good! And Life knows no distinctions; no matter who we are or what we are, at our beginnings rich or poor, bright or dull, in every case, without any differences or allowances or qualifications whatsoever, this job is invariably the same; it is the job of running ourselves.

It is the biggest job in the world, and the hardest and the most worthy of our effort. If you asked me what I believed to be the strongest moral force in the universe, I would say the sense of personal responsibility; and by that I mean not alone the desire and determination to do our duty, but the honesty and strength of heart to face and abide by the consequences of our acts. It is the oldest and most pathetically natural weakness of humanity to seek to avoid being held to account; it lies at the root of every socialistic, communistic, populist scheme of political life. Let us have a great vague entity called the Government, or the State, or the Community, or in business the Management owning everything and running everything! Then I, the individual, cannot be blamed for whatever happens! That is the theory put in plain words, and nothing more selfishly destructive ever occurred to the human mind. Yet a great many people, not bad people, unconsciously conduct their whole lives in accordance with it. They are the people you hear complaining: "I got a bad start. I've never had a chance. Everything is always against me. Nobody ever helped me." When you hear that, you may put it down for the old, old, eternal cry of folly and feebleness and terror of responsibility. They talk of themselves as if they were dummies in the hands of luck, and that is really what they want to be—only let it be always Good

Luck! But nobody needs to be a dummy; and most, if not all, of what happens to us is the direct or indirect outcome of our own deeds. Why be afraid? Take your life on your own shoulders. You got a bad start? Why don't you begin over again? Nobody ever helped you? And who are you that you should be helped? Are you going to let two bogies called Good Luck and Bad Luck run you? I say to you, "Run yourselves!"

And while we are at it, let us consider for a moment those two other abstractions called Success and Failure, either one of them as impermanent as a bubble. If I fail today, it is ten to one that I shall succeed tomorrow, and so turn about to the very end of the chapter. And defeat cannot harm me; it only teaches me. And the single victory that gives enduring satisfaction is the victory over myself. This world owes every step, every inch of its advancement, in the final analysis, to the effort of some single individual who was not afraid to take the step, not afraid to move the inch, and stand up to the consequences. I say to you, "Believe in yourselves," and I say to you, "Run yourselves!"

MARY S. WATTS

BLESSED is the man who can do his own work. He saves money, time, patience, and nervous energy. At the same time he develops skill, manhood, and courage.

One of the great brotherhood clubs of today has for its motto, "We build." The self-supporting, constructive citi-

zens of our country, of every land, are builders with hand or brain—usually with both. For hand and brain must function together to meet the world's needs. Joy in one's work eliminates drudgery from life and elevates the simplest task into the realm of art. A good motto for life is, "Trust God, and work." Men like John Marshall and Theodore Roosevelt have not been ashamed to work with both hands and brain.

After all, the world is made up of just two kinds of folks—lifters and leaners. Which will you be—a lifter or a leaner? It is an honor to be a lifter in a good cause; it is a shame to be a mere leaner without good cause. The best kind of a wishbone is a backbone. Men like Carnegie, Rockefeller, Schwab, and Ford, not to mention Thomas A. Edison and a host of others, have found it so.

And after all the efficient individual is the efficient citizen. Effective organization and generous co-operation are essential to wise social control; but at the basis of human welfare lie the great foundation stones of personal worth and individual efficiency. The mind, the hand, and the heart are your invincible trinity, if you will.

JOHN W. WAYLAND

BUSINESS has become highly technical and the expert is in demand. The top of the ladder is reached not by performing many tasks fairly well, but by concentrating all of one's intelligence and energies on the task which she or he is best fitted to perform.

I hope that your students will not make the accumulation of wealth or power the sole object of their existence. Real success is not measured by the size of a bank account, but by service to fellow men, community and country.

I urge them all to become actively interested in public affairs. We need persons of business training in politics—the business of government. Each should become aligned with the political party which in his or her judgment will best promote the welfare of the nation, but should never sacrifice principle for party.

Our country needs patriotism of the active rather than the passive type.

JOHN W. WEEKS

✓ **W**HEN starting out in life, select the work which most appeals to you and give that all your energy and concentrated attention; be willing to start at the bottom of whatever you undertake, as only thorough knowledge builds the kind of foundation upon which success can rest securely.

Always give a little more and sometimes even much more than is expected of you. That which you give over even measure will surely be returned to you later with handsome interest.

Do not be a cog in the wheel any longer than you absolutely must, but become a living, driving force by your greater energy, your larger personality and your stronger ambition.

Be willing to sacrifice pleasure and comfort without hesitation whenever work demands it, but keep your body fit and your mind buoyant by proper exercise.

To yourself be honest always and give the square deal to your fellow man, and you will establish a reputation for yourself which no gold could buy.

Though I have had no business career or training, but have always lived as artists live, I am convinced that the principles I lay before you apply with equal force to any walk in life.

ADOLPH A. WEINMAN

IF your young men and women will pardon my frankness, the word of advice I would like to give them is the same as that which I press upon my children, as follows:

In school or college work hard, follow the system, look up to your teachers as your best friends, get all the good you can.

But above all, remember that the most valuable part of school education is first in showing you *how little you know* when you graduate, and second in teaching you how to *use your brain* after leaving school in greatly extending the relatively small beginning made in the classroom.

The best education you may hope for in school is knowledge of the means and tools and instruments by which you may, even while working in business or for a wage, go on and *educate yourself*. And of all these tools and instruments the vital, indispensable one is your brain. Use it to the limit, overwork it if you can, spare it not.

As between one who permits the educative process to stop at matriculation, imagining he knows all or at least enough, and another who is so luckless as to have no schooling, but is fortunate enough to realize his ignorance and determines to do all in his power, year after year without ceasing, to educate himself, the latter in a vast majority of instances reaches a far superior result, notwithstanding the handicap of approaching his task with an untrained mind.

The best result of all is when this initial handicap is removed, and school days are followed by resolve to build upon this good foundation with incessant study and investigation and exploration in the infinite and truly wonderful fields of human knowledge—fields so vast and marvellous that I for one, after a half century spent in habitual delving within them, realize how short a distance I have penetrated, and wish for another half century that I might get a little further from their periphery.

WALTER WELLMAN

IN preparing for life's work be prayerful, thoughtful, and hopeful: prayerful, because it is not to be your life's work, but God's; thoughtful, because it is your only chance to do a life's work for Him; and hopeful, because you have all of God's resources for the doing of any work to which it may send you. When you leave school and enter upon life's work, be prayerful, thoughtful and hopeful: prayerful, because you need at all times to con-

sult your Partner; thoughtful, because He will not put Himself into your work unless you put yourself into it; and hopeful, because God never lets His work fail—and your work is His.

AMOS R. WELLS

LET your purpose in school be twofold: First, to acquire information that will be useful to you in later life, rather than to pass examinations.

I speak with authority, as so often in my own school and college career would I loaf through the daily lessons and then "bone up" two or three days in advance of an examination, in order to pass the course, and within a week forget everything with which I had stuffed my mind.

Second: Dr. William E. Waters, professor of Greek at New York University, where I was graduated in 1905, made the following statement to our class at our last hour:

"If the professors of New York University, whether we have taught you anything or not, have implanted in your hearts an overwhelming desire to learn more from now on, we feel that we have achieved our highest ambition."

I can think of no finer message with which to send a school-boy or college man out into the world.

REINALD WERREN RATH

EDUCATION consists of acquiring proper attitudes of mind towards the totality of the subject in which one is being educated and in gaining a knowledge of as many of the facts bearing on it as one can comprehend and remember.

No one ever knows all the facts bearing on any subject. Even if one did one would not thereby be educated in that subject. It is comparatively easy to become mentally dropsical and bloated with remembered facts. But such a condition does not amount to being educated.

On the other hand, if one has acquired proper attitudes of mind towards the totality of any subject, and has gained some grasp of the facts bearing on it, one can, indefinitely, add to one's knowledge of the facts and one is genuinely educated as to that subject.

You are being educated for business success. Every kind of business pivots on selling something for more than it cost to get possession of it. Success in business depends on having been born with a complex endowment of instincts and intuitions which enable their possessor to come out of each business operation or out of the combination of any number of business operations better off than on entering on it.

If you have not been born with the sort of character which makes for success in business, you cannot acquire it by education, any more than you can make yourself a sculptor without the requisite innate character. But you can, by business education, greatly add to the value of the business ability with which you were born and can fit your mentality to aid, restrain, urge and evaluate your business instincts and intuitions.

It is fashionable to underrate, even to deride, the inborn

abilities which make for success in business. But that character which can engage in a vast plexus of buying operations and of selling operations, with the concomitant snarl of overhead expense, borrowings, credit-sale and the rest; carry all the details in mind; balance each item of profit or expense against all the rest, and come out ahead in the end, is highly valuable, not only to its possessor, but to the community of which he is a part, and is worthy of admiration and praise.

EDWARD LUCAS WHITE

REMEMBER the definition of a sportsman in the "Adventures of Bobby Orde":

"Always remember that a true sportsman in every way is about the scarcest thing they make—and the finest. So naturally the common run of people don't live up to it. If *you*—not the thinking you, nor even the conscience you, but the way-down-deep-in-your-heart *you* that you can't feel nor trick nor lie to—if that *you* is satisfied, it's all right."

STEWART EDWARD WHITE

MAKE every sacrifice to have a sound body. Good health is the foundation of success and happiness. Plan out a logical balance between sleep, work and recreation. The highest efficiency cannot be obtained if any one of these is neglected.

Cultivate an alert, active mind, with clear, clean-cut ideas on everything that interests you. Make decisions quickly. It is better to make occasional mistakes than to stagnate.

Cultivate a sense of humor and a habit of cheerfulness. In other words, attack problems seriously but be able to laugh *with* your friends *at* your troubles.

Never be late. It is a mean form of selfishness. To be late indicates that you did not have the desire, or that you did not have the ability, to arrange your affairs efficiently up to a certain moment.

Never break an engagement, no matter how trivial. To do so occasionally will cause your friends to lose confidence in you. To do so habitually will cause you to lose confidence in yourself.

Derive a considerable part of your pleasure first hand from nature rather than second hand from books, the theater or social life. A single idea born from your own experience is worth a hundredfold more than the thoughts of men that are dead. In the one case you are a producer and in the other you are a parasite.

Success does not depend on wealth, attainments or social position. There is only one form of success worth having and that is measured by the amount of happiness you bring into the lives of others.

WALTER D. WILCOX

MY experience with beginners in the business world is that their progress is very much impeded by a lack of equipment and thorough training before they enter the business world. This makes it hard for them and

hard for the executives who are obliged to give them a continuation course.

Therefore, I will say to young men and women preparing for the business world that they should realize that what they are learning in school is a method and means whereby they are to earn their living and from which they expect pay. If they don't take their training seriously, earnestly and intelligently observe what their teachers are trying so hard to impart to them, they will not earn what they expect to receive, and their early stages will be very difficult in the business world.

Secondly, the greatest impediment to the progress of men and women in the business world is disloyalty. By this I mean they don't give their best energies in their working hours to the task of serving the business which pays them for their time and energy. I realize that it is hard for young minds to concentrate on the mysterious motives and intrigues of business success; but if they would succeed they must devote themselves loyally to their job, and the people over them whether they like them personally or not.

One more point I might make is that beginners in the business world very often in their shortsightedness and limited view of business and life don't realize that the eye of the executive is upon them, and he will reward them according to their value to him and to the business. They often think they can fool the boss, but that is a wrong attitude to take and will not expedite their progress. In most cases he would not be a boss unless he was capable of seeing through their petty delinquencies. If he does not reward them after good service and loyalty, they should seek another position. All bosses are not just, any more than all employees are loyal.

EDWIN WILDMAN

PERHAPS you might find the help that I have found in that little known but very great poem of Robert Louis Stevenson's called "Faith." The whole poem, no. But in the last few lines:

"To thrill with the joy of girded men
To go on forever and fail and go on again,
And be mauled to the earth and arise
And contend for the shade of a word and a thing not
seen with the eyes;
With the half of a broken hope for a pillow at night.
But somehow, the right is the right
And the smooth shall bloom from the rough."

Since I first read this poem when I was a high school youngster, it has been a part of my life.

HONORÉ WILLISIE

I WOULD like to call your attention to the fact that there has probably never been a time in the history of our country when the individual can do as much for the welfare of his country as he can do now. We are in the midst of a reconstruction period incident to the war, and the recent and unwarranted attempts on the part of cheap politicians to further unworthy schemes which must make every American think more seriously than ever about his own duty and his inherited right to express his opinion of right and wrong freely and without fear.

It is for you young men and women who are being trained today for your life occupations to study carefully the problems we are all facing today so that you may gain by the experience of this passing generation and realize that the right kind of education is the kind that makes one think as well as merely learn a collection of facts. Please try to get the lesson from things you learn and not merely the things themselves.

HERBERT WITHERSPOON

I WAS rather hard put to it, when I was asked for a message to a whole school; but when I learned about a week ago that there were only eight of you and that you had done me the honor to "choose" me, the situation cleared up a bit. You are preparing for the business world. Now I know very little of that, so I asked a real business man what advice would be good. He straightway quoted from Bacon, "Affected despatch is one of the most dangerous things to business that can be." That is not so different from Spenser's Knight, who found the three gates with the successive mottos, "Be bold," "Be bold," "Be not too bold!" Indeed, it comes down to the very old Greek motto, "Nothing too much!" that was dinned into my Harvard ears. My friend followed up by reading me the whole of Bacon's Essay "Of Negotiating"—counsel that will be as good at sixty as at sixteen. Bacon packed more meaning into fewer words than any Englishman except Shakespeare.

But to come to my own personal message, which is that of a poet—I like to write by an open window. You know how a picture of a landscape—a river or an open valley and

mountains—makes the room bigger, opens the wall, as it were, and lets you look through it, or how a picture with a window in it, giving sight of the country beyond, enlarges the scene. It was a favorite moor in Italian engravings, where I first noticed it, when I wrote my first book. Now I counsel you in your business life to keep an open window by your desk on something else—another world—to give distance to your own world; or something different, say, a world of travel in strange parts of the world, or a poem like the “Song of Roland” of quite another time and life, or a story like “Count Robert of Paris,” which my own teacher, Henry Adams, recommended to me years ago for its historic grasp of a different epoch; a world that is of something quite different from your business; thus you will live in two worlds, that of every day and that which is peculiarly your own, a world of your imaginations, dreams, feelings, where a man is most himself.

You see what I mean by “the open window” near your desk or work. It will give distance and atmosphere to your life, and keep the common days alone.

GEORGE E. WOODBERRY

WE have to depend upon our youth, generation by generation, for better civilization; and if I could say anything inspiring to you, who represent this youth, I should feel it helped to justify my own existence—a thing, by the way, that we all must do.

The world needs you!

Don't feel the work you find to do is not important! No matter what it is, so long as it is honorable, it is important!

Because it is so important, it behooves you to give your whole-hearted effort towards doing it the very best way you can!

That way lies success!

It will follow inevitably.

And in your success rests the success and progress of your community—your state—your country—the whole world, in fact; for we are each a part of the whole.

Each man's and woman's work is just as important as anybody else's.

The world needs you!

HELEN S. WOODRUFF

ABOUT one year ago I was in Venice, and upon inquiring at the hotel, was directed to the leading bookstore of the city. It was rather a small shop, but was well stocked with books. A neatly kept store, and with every evidence of prosperity. I got in conversation with the proprietor, who appeared to be a very intelligent fellow. He spoke English very well indeed, and in course of conversation with him, I asked him where he learned to speak English. He said, "I learned it in your country" (meaning America), and he further said that he had lived in America for seven or eight years, in various cities in the United States, and that he had learned a great many things from us Americans. I asked him what was the most important thing he had learned from us. He answered, "Honesty." I asked him just what he meant by that. He said, "Hon-

esty in business." Then I gathered what he meant. It is quite a well-known fact that in many European countries, particularly Italy, in order to get good value, either from a merchant, or a hotel keeper, you have to bargain with him—they have no such thing as a one-priced article in the stores, nor is your room in the hotel always the same price to every guest. The bookseller had discovered that in this country, a fixed price on an article generally prevails, while the opposite is the custom in his country. He opened his bookstore in a small way, but sold everything at a fixed price. His neighbors told him that he never could succeed in business in that manner, but he did succeed, and has the best bookstore in the city of Venice today.

The point that I want to bring out is, that absolutely fair treatment with everybody with whom you deal, pays better in the end, in a business way, to say nothing of the principle of the thing, than anything that I know of.

C. S. WOOLWORTH

YOU ask for a message of inspiration and cheer for young men and women who are preparing themselves for the world's work.

Work is a broad term. Work does not mean merely what we do between 8 a. m. and 5 p. m. to earn our living. Work is life itself!

Work is the employment of every function we possess—body, mind and spirit. We know that when our bodily functions rebel one by one and cease to act, the body dies, for the spirit has no further use for it.

Also if the brain that directs our actions ceases to work, we become incompetent. Each part must work in unison (not *overwork*, mind you) to keep us going.

More than this, in order that we shall be fitted for our world's work, of any sort, it is necessary that we first make something of ourselves, something that shall mould and find expression in that work. Your own self measure will be the gauge of your business success.

In the very beginning be sure whether you are a round or a square peg. Try in choosing your work, if possible, to fit it to your peg, rather than to waste time and the first virile energy of youth in whittling yourself down to fit it. Many a man and woman is stunted and never recovers from the effort of trying to thwart natural choice.

Think seriously of what you like best to do and *do it!* It is usually the thing for which you are best fitted even if you can make no one else think so. Do not let your nearest and dearest persuade you against your will. When you have made your choice, do not get in a rut. I do not mean do not walk in a wisely chosen path to a direct goal, but don't tread your particular path so hard that it becomes a walled-in hollow, from which you cannot see what the other fellow is doing.

People who live in such ruts see too much of themselves and become dreadful bores; but, on the other hand, don't try to spatter yourselves about in so many directions that there will not be enough of you anywhere to count. Many a good business woman, housewife, or trained nurse has been spoiled because "her people" thought that teaching was a more intellectual employment and not so much like work and "none of the women of our family have ever worked," etc. Many a fine man has literally been pushed

into failure from the start, because when his fingers itched to make things mechanical, or his feet led to the open places of road or sky, the traditions of his family forced him into a bank, out of the air and literally behind bars. Remember, friends, that of all the unbearable forms of snobbishness, that of holding one form of honest labor above another is the worst!

Fide—Amore—Labore (Faith, Love, and Work), my father's motto, is a good standard to keep to the fore. Surely we must have faith in something and love something in order to make good, to make ourselves something which we can share with others. Are you fond of poetry?

I am and I must quote some lines by McLandburgh Wilson that drive home my message, as I understand it.

Yourself

Don't think your charity will live
By just donating wealth to it;
A check is not enough to give—
You have to add yourself to it.

And likewise come to understand
There is no hidden art to it;
'Tis not enough to give your hand
Unless you add your heart to it.

Would you succeed in any plan?
Your strength—you have to spend of it;
Your rope won't help a drowning man
Unless you hold your end of it.

MABEL OSGOOD WRIGHT

IF there be but one thing I could ever say to all young people in this world, if I had such a privilege, it is this:

Never permit your instructors to influence your innermost soul that you are backward or that failure is possible. It is pitiful to calculate the number of men and women lost to society by thoughtless statements of instructors representing the young by subtle words or acts of comparison for self-glorification—a teacher's display of egotism.

Nature plays a wonderful part in education, as well as colleges, and a part of nature that instructs and qualifies the young is the God-given hope and confidence planted in every human intellect.

No one may conceive the wonderful functions of over 400 trillion separate physical parts of his body, and the group functions and the unlimited mental potentialities in every individual. No man has the ability to look at you or listen to you and pronounce you unfit.

While cautioning each of you all the while to conceal your opinions of yourself and treat them as sacred things, yet I say, calculate silent egotism as the greatest force in your intellect. With this and the good judgment born from investigation and inquiry, you will overcome nearly every obstacle.

JOHN O. YEISER

THE best side-partner to a business career is an education. Knowledge gained in youth lessens the burdens of after years, so round up all you can while it is within your reach!

Build a reputation for honesty and square dealing and be sincere in every undertaking. Don't wait to be helped by others when problems confront you, but plunge heart and soul into them. That is the way to succeed. The will has much to do with success. The fellow who tackles a thing half-heartedly is a failure at the start.

Try it and see if my medicine doesn't win out!

EUGENE ZIMMERMAN

WITH our splendid public schools, education has become so widespread that sometimes I feel we do not appreciate the enormous opportunities which our schools are placing before our young men and women.

Only one who is out of school and in business can see the tremendous possibilities that lie in a thorough high school training.

But education is not the mere assimilation of facts. That sort of education does not make knowledge—it only causes a muddled mind. It is the education which makes boys and girls think that is the crying need in the business world today.

Business men want in their organizations young men and women who have been trained to think—to think clearly, sanely and intelligently. By placing in the hands of your students facts regarding the methods and principles of business, you are giving them tools.

But these tools are useless unless the student possessing them has a clear brain which enables him to use them intelligently.

ADOLPH ZUKOR

BRIEF BIOGRAPHIES OF CONTRIBUTORS

BRIEF BIOGRAPHIES

(*Editorial note:* Since this book will fall into the hands of many young people still in high school who are not familiar with the names of some of the contributors, these brief biographies are given to assist them in learning something of those who have made the contributions for their interest and benefit.)

ABDULLAH, ACHMED, author of "*A Grammar of Little Known Bantu Dialects*," "*The Man on Horseback*," "*The Ten-Foot Chain*."

ADAMS, ANDY, at one time a cowboy and miner; author of cowboy and western stories.

ADAMS, HARRIET CHALMERS, explorer, lecturer, war correspondent, writer, anthropologist.

ADDAMS, JANE, settlement worker, writer and lecturer; author of "*Democracy and Social Ethics*," "*Newer Ideals of Peace*;" president International Congress of Women in 1919.

ADLER, CYRUS, college president, Jewish educator, editor, and author.

ANSPACHER, LOUIS KAUFMAN, dramatist, lecturer; author of "*All the King's Horses*," "*Our Children*," etc.

ANTHONY, KATHARINE S., social worker; author of "*Mothers Who Must Earn*," "*Feminism in Germany and Scandinavia*," "*Labor Laws in New York*," etc.

ARNOLD, WINIFRED, author of short stories, articles, and humorous verse.

ATHERTON, GERTRUDE, author of "*The Aristocrats*," "*The Sisters-in-law*," "*Black Oxen*," etc.

- ATTERBURY, WILLIAM W., official of the Pennsylvania Railroad; director of construction of United States military railways in France during the World War.
- BACHE, RENÉ, author, writer, literateur.
- BACON, JOSEPHINE DASKAM, author of "*The Luck of Lady Joan*," "*On Our Hill*," "*Square Peggy*," and numerous other novels and stories; poet.
- BARTLEY, NALBRO, journalist, contributor of short stories to *Saturday Evening Post*, and other magazines; author of "*Gray Angels*," "*Fair to Middling*," etc.
- BATES, BLANCHE, actress; starred in "*The Musketeers*," "*Madame Butterfly*," "*The Girl of the Golden West*," etc.
- BATES, KATHARINE LEE, professor at Wellesley College; author of "*The Story of Chaucer's Canterbury Pilgrims Re-Told for Children*," Heywood's "*A Woman Killed with Kindness*," etc.
- BEACH, REX, author of "*Pardners*," "*Spoilers*," "*Auction Block*," and numerous stories of the great outdoors.
- BEARD, DAN (Daniel Carter Beard), author, illustrator, editor; originator and founder of the first boy scout society; author of "*Boy Pioneers and Sons of Daniel Boone*," "*American Boys' Book of Wild Animals*," etc.
- BEARD, PATTEN, writer, author, editor; contributor to the leading women's and children's magazines.
- BELASCO, DAVID, dramatist and producer; author of "*May Blossom*," "*La Belle Russe*," "*The Girl of the Golden West*," "*The Return of Peter Grimm*," etc.
- BENDIX, MAX, violinist and conductor; one-time conductor of Theodore Thomas Orchestra; the Metropolitan Opera, New York; Symphony Orchestra, Chicago.
- BESTON, HENRY B. (Henry Beston Sheahan); editor; author "*A Volunteer Poilu*," "*Full Speed Ahead*," American Field Service Loraine and Verdun Fronts 1915-16; official press representative U.S.N. on foreign service 1918.

- BIDDLE, A. J. DREXEL, author, explorer, lecturer, editor; founder of the movement known as Athletic Christianity.
- BINGHAM, HIRAM, explorer, author, aviator, preceptor in history and politics.
- BIRDSALL, KATHARINE N., author; founder and editor "*Children's Magazine*;" author of "*Jacks of All Trades*," "*How To Make Money*;" contributor of magazine articles.
- BLACK, ALEXANDER, journalist, editor, author, formerly official court stenographer; originated the "picture plays;" author of "*The Seventh Angel*," "*The Latest Thing*," etc.
- BOLTON, CHARLES KNOWLES, librarian, Harvard Library; editor; author of "*American Library History*," "*The Private Soldier under Washington*," "*Scotch-Irish Pioneers*," etc.
- BONSAL, STEPHEN, newspaper correspondent, diplomat; author of "*The Real Condition of Cuba*," "*The Golden Horse Shoe*," etc.
- BOOTH, BALLINGTON, reformer; founded Volunteers of America; writer; public speaker.
- BOOTH, EVANGELINE, Commander of Salvation Army in Canada eight years; organized and equipped a party for opening work in Klondike; composer of many Salvation Army songs.
- BOOTH, MAUDE B., reformer; engaged with her husband in reform and relief work in Salvation Army; author of "*Sleepy-Time Stories*," "*Twilight Fairy Tales*," etc.
- BORAH, WILLIAM E., statesman; famous orator; U. S. Senator from Idaho since 1907.
- BOWERS, ROBERT HOOD, composer of "A Daughter of the Gods," "East is West," "A Lonely Romeo," etc.
- BOWMAN, JOHN McE., hotel builder and operator; President Biltmore Hotel, N.Y.C.; Chief of hotel, restaurant, dining car, and steamship division of U.S. Food Administration during the War.

- BRIAN, DONALD, actor, singer; starred in "The Girl behind the Gun," "Buddies" (with Peggy Wood), "The Chocolate Soldier" (1922).
- BRIDGES, ROBERT ("Droch"), editor, journalist; author of "Overheard in Arcady," "Bramble Brae" (poems), etc.
- BRIGGS, CLARE A., cartoonist; creator of "Skin-nay," "When a Feller Needs a Friend," "Mr. and Mrs.," "The Days of Real Sport," "Ain't It a Grand and Glorious Feeling," etc.
- BRYAN, WILLIAM J., politician; famous orator; Secretary of State (Wilson's first administration); sometime candidate for Presidency of U. S.; author of "The Menace of Darwinism," and "The Bible and Its Enemies."
- BUCK, CHARLES NEVILLE, artist, cartoonist, editor; author of "Key of Yesterday," "Tyranny of Weakness," "The Roof Tree," etc.
- BULL, CHARLES LIVINGSTON, artist; illustrator; author "Under the Roof of the Jungle," many short stories, etc.
- BURGESS, THORNTON W., editor "Good Housekeeping," 1904-11; author of "The Bride's Primer," "Burgess Bird Book," "Boy Scouts on Swift River," and other Boy Scout stories.
- BURKE, BILLIE, actress and motion-picture star; starred in "Cæsar's Wife," "The Intimate Stranger," etc.
- BURNHAM, CLARA LOUISE, poet; author of "Jewel," "Jewel's Story Book," "Clever Betsey," "In Apple Blossom Time," etc.
- BURR, AMELIA JOSEPHINE (Mrs. C. H. Elmore), journalist, editor; author of "Life and Living," "The Silver Trumpet," "Hearts Awake," etc.
- BURRAGE, CHARLES DANA, lawyer; founder Rosemary Press; wrote "Americanism," "The Economic Future During the War and After Its Termination;" lecturer on Masonic antiquities.

- BURROUGHS, EDGAR RICE, cowboy, business man, gold miner, policeman; author of "*Tarzan of the Apes*," "*Return of Tarzan*," "*A Princess of Mars*," "*Tarzan the Terrible*," etc.
- CADMAN, S. PARKES, noted clergyman; pastor of Central Congregational Church, Brooklyn; author "*Charles Darwin and Other English Thinkers*," "*Ambassadors of God*," etc.
- CANFIELD, WILLIAM W., editor; author of "*The Spotter*," "*The White Seneca*," and various other Indian books.
- CARMAN, BLISS, poet; author of "*Low Tide on Grand Pré*," "*Songs from Vagabondia*," "*Ode on the Coronation of King Edward*," "*Pipes of Pan*," etc.
- CARRINGTON, HEReward (Hubert Lavington), editor, writer on psychical research; author of "*The Natural Food of Man*," etc.
- CHAMBERLIN, HENRY BARRETT, Operating Director, Chicago Crime Commission.
- CHAMBERS, ROBERT W., writer, artist, dramatist; author of "*Cardigan*," "*The Firing Line*," "*Athalie*," "*The Fighting Chance*," etc.
- CHASE, J. SMEATON, sociologist; author of "*Yosemite Trails*," "*California Coast Trails*," etc.
- CHEW, NG POON, editor and lecturer, minister; published first Chinese illustrated weekly; established first Chinese daily paper in America; author of "*Non-Exclusion*," "*Treatment of Exempt Classes of Chinese in America*."
- CHUBB, PERCIVAL, educator, editor, lecturer; author of "*The Teaching of English*," etc.
- CLARK, G. HARDY, physician; author of "*A System for Scoring Morals or Character Qualities*," "*The Clark Social Welfare Chart*," "*Use of Food in the Treatment of Disease*," etc.

- CLAUDY, C. H., writer, editor; author of "*Press Photography*," "*First Book of Photography*," "*Tell Me Why Stories about Mother Nature*," "*Partners of the Forest Trail*," etc.
- CLEWS, HENRY, banker, financier, head of Henry Clews & Company; author of "*Fifty Years in Wall Street*," "*Speeches and Essays*," etc.
- COBB, IRVIN S., writer, correspondent, editor, former court stenographer; author of "*Back Home*," "*Cobb's Anatomy*," "*The Escape of Mr. Trimm*," etc.; one of America's greatest humorists.
- COHAN, GEORGE M., comedian, playwright, theatrical producer, composer; producer "*Forty-five Minutes from Broadway*," "*Seven Keys to Baldpate*," etc.
- COLLINS, JAMES H., author of "*Human Nature in Selling Goods*," "*The Art of Handling Men*," "*Straight Business in South America*," correspondent for *Saturday Evening Post* and *Philadelphia Public Ledger*.
- COOLIDGE, CALVIN, thirtieth President of the United States.
- CORBIN, JOHN, editor, dramatic critic, author of "*The Cave Man*," "*An American View*," "*Which College for the Boy*," etc.
- CRET, PAUL P., architect of Pan-American Union (Washington, D. C.), Valley Forge memorial arch, etc.; member of Philadelphia Art Jury.
- CROSBY, EDWARD HAROLD, writer, amateur electrician, playwright; author of "*Radiana*," "*The Evolution of Fredda*."
- CROTHERS, RACHEL, playwright, actress; author of "*Old Lady 31*," "*Nice People*," "*Expressing Willie*," etc.
- CURRIE, GEORGE G., author, banker, explorer, traveller, organizer of various business companies; the "Poet Laureate of Florida;" author of "*Songs of Florida and Other Verse*," etc.

- CURWOOD, JAMES OLIVER, journalist, traveller, explorer, one of the foremost authorities on matters pertaining to Canadian Northland. Author of "*The Valley of Silent Men*," "*The Flaming Forest*," "*The Country Beyond*," etc.
- CUTTING, MARY STEWART, writer of stories, serial novels; author of "*Refractory Husbands*," "*Some of Us Are Married*," etc.
- DAWSON, CONINGSBY, journalist, traveller, literateur, lecturer; author of "*The Worker and Other Poems*," "*The House of Weeping Women*," "*The Road to Avalon*," etc.
- DELAND, MARGARET, author of "*John Ward, Preacher*," "*The Common Way*," "*The Awakening of Helena Richie*," "*The Rising Tide*," etc.
- DEMILLE, CECIL B., motion-picture producer; was for a number of years associated with David Belasco as playwright, actor and theatrical producer.
- DICE, AGNEW T., railroad official; president Philadelphia and Reading Railway, 1916.
- DOBIE, CHARLES CALDWELL, author, business man, contributor of short stories; author of "*Hidden Pool*," "*Blood Red Dawn*," etc.
- DODGE, LOUIS, journalist, reporter, critic, editorial writer; author of "*Children of the Desert*," "*A Runaway Woman*," "*Tawi Tawi*," etc.
- DOUGLASS, EARL, geologist, paleontologist; has published several contributions on geology and paleontology.
- DRAYTON, GRACE G., artist and illustrator; originated "Bobby Blake and Dolly Drake" series; author and illustrator of "*Chickie Cheepie*," "*Bunny's Birthday*," "*Drayton's Jumble Book*," etc.
- DREIER, THOMAS, writer and lecturer; author of "*Devil of Fear*," "*Human Chemicals*," "*Heroes of Insurgency*," "*The Vagabond Trail*."

- DREW, JOHN, actor; first appearance March 23, 1873, Arch Street Theatre, Philadelphia, as Plumper in "Cool as a Cucumber."
- DROMGOOLE, WILL ALLEN (Miss), journalist; author of "Heart of Old Hickory," "Rare Old Chums," "The Best of Friends," etc.
- DUBOIS, W. E. B., editor, author of "The Suppression of Slave Trade," "The Souls of Black Folk," etc.
- DUNN, J. ALLAN, correspondent, editor, author of "Yosemite Legends," "California for the Sportsman," "Dead Man's Gold," "The Girl of Ghost Mountain," etc.
- DUPONT, COLEMAN, U. S. Senator; business man; was President of the E. I. DuPont de Nemours Powder Company; President Central Coal & Iron Company.
- DYE, ALEXANDER V., business man; American Trade Commissioner in London.
- EATON, WALTER PRICHARD, reporter, dramatic critic, literateur, professor; author of "American Stage of Today," "On the Edge of the Wilderness," etc.
- EBERHART, NELLE RICHMOND, librettist, song writer; wrote the operas, "The Robin Woman," "A Witch of Salem," etc.; best known lyrics, "From the Land of the Sky-blue Water," "At Dawning."
- EDSTROM, DAVID, sculptor; well-known psychological sculptures; made war memorial, Montreal, Canada; contributor to newspapers and magazines; lecturer on art.
- EGAN, MAURICE FRANCIS, diplomat, editor, English professor; author of "The Life Around Us," "Ten Years on the German Frontier," "The Ghost in Hamlet and Other Essays in Comparative Literature," etc.
- ELMENDORF, DWIGHT L., lecturer; for fifteen years teacher of the deaf; author of "Lantern Slides, How to Make and Color Them," etc.
- FABER, EBERHARD, manufacturer of lead pencils.

FARIS, JOHN T., editor, clergyman; author of "*The Glory of the Commonplace*," "*The Sunday School and World Progress*," etc.

FARNUM, DUSTIN, actor; starred in "The Squaw Man," "The Virginian," "The Ranger," "The Littlest Rebel," etc.

FERNALD, CHESTER BAILEY, traveller, naval constructor; author of "*The Love Thief*," "*Don Carlos*," "*Ninety-eight Point Nine*," etc.; contributor to magazines.

FISHER, SYDNEY G., lawyer; author of "*The Making of Pennsylvania*," "*The Quaker Colonies*," "*The Struggle for American Independence*," etc.

FISKE, MINNIE MADDERN, actress; starred in numerous plays; identified especially with "*Tess of the D'Urbervilles*," "*Becky Sharp*," and Ibsen dramas.

FOLKS, HOMER, social worker; Director, Association for Improving the Condition of the Poor; author of "*Care of the Destitute*," "*The Human Costs of the War*," etc.

FORBES, JAMES, playwright, dramatic editor, business man; author of "The Chorus Lady," "A Rich Man's Son," "The Famous Mrs. Fair," etc.

FORD, SEWELL, author of "*Inez and Trilby May*," "*Meet 'Em, with Shorty McCabe*," and the famous "*Torchy*" etc.

FORMAN, S. E., educator, author of "*First Lessons in Civics*," "*The American Democracy*," "*The Life and Writings of Thomas Jefferson*," etc.

FOSTER, MAXIMILIAN, newspaper writer, railway official; author of "*Rich Man, Poor Man*," "*Smoke*," etc.; contributor to leading magazines; official correspondent for U. S. Government with the A. E. F. in France.

FRIEDMAN, ISAAC K., business man, special writer, traveller, correspondent; author "*The Radical*," "*The Autobiography of a Beggar*," etc.

FROHMAN, DANIEL, theatrical manager; manager of Lyceum and Daly theatres, as well as English and

- American stars and theatrical companies; vice president Famous Players Film Corporation.
- FURLONG, CHARLES W., explorer, artist; first American to cross through the heart of Tierra-del-Fuego; produced army field handbooks used by American and Allied Forces; author of "*The Gateway of the Sahara*," "*Travels through Tierra-del-Fuego*," etc.
- GALE, ZONA, author of "*Miss Lulu Bett*," "*Friendship Village*," etc.; winner of Columbia University Pulitzer Prize.
- GALLI-CURCI, AMELITA, coloratura soprano; debut Metropolitan Opera Company (1921), sang title role in "*Madame Butterfly*."
- GEORGE, W. R., founder of George Junior Republic at Freeville, N. Y.; author, "*The Junior Republic, Its History and Ideals*," etc.
- GERSTENBERG, ALICE, author "*The Little World*," "*Unquenched Fire*," "*Overtones*," "*The Pot Boiler*" (plays), etc.
- GIBBS, GEORGE, author and illustrator of "*The Golden Bough*," "*Pike and Cutlass*," "*The Splendid Outcast*," "*The Vagrant Duke*," "*Youth Triumphant*," etc.
- GILBERT, CASS, architect; among principal works, Woolworth Building, United States Custom House, New York City; Central Public Library, St. Louis.
- GILLILAN, STRICKLAND, journalist, Lyceum lecturer, writer of humorous stories and verse; author of "*Including Finnigan*," "*Sunshine and Awkwardness*," etc.
- GILSON, ROY ROLFE, journalist, clergyman; author of "*Katrina*," "*The Flower of Youth*," "*The Legend of Jerry Ladd*," etc.
- GOETHALS, GEORGE W., army engineer; first civil governor of Panama Canal Zone; director of construction of the Panama Canal.
- GOLDEN, JOHN, producer of plays, journalist, song writer; author of "*Turn to the Right*," "*Lightnin*," "*Eight-*

een," "The First Year;" wrote the well-known song, "I Can Dance with Everybody but My Wife."

GORE, THOMAS P., Senator from Oklahoma 1909-15, 1915-21.

GRAYSON, CARY T., rear admiral U. S. Navy; surgeon of the President's yacht, "Mayflower;" physician of Naval Dispensary, Washington, during the Roosevelt and Taft administrations; physician to President Wilson.

GREELY, A. W., major-general U. S. A.; specialist on telegraph lines, submarine cables, and wireless; author of "*Isothermal Lines of the United States*," "*American Explorers*," etc.

GREGG, JOHN ROBERT, educator, author, business man; publisher of commercial textbooks; originator of Gregg Shorthand; President of The Gregg Publishing Company, and of Gregg School.

GRENFELL, WILFRED T., medical missionary; author of "*A Labrador Doctor*," "*Labrador Days*," "*The Adventure of Life*," etc.

GREUSEL, JOHN H., journalist; wrote notable brochure on Champ Clark, Edison; character study of Bismarck, "*Blood and Iron*;" satire on conventional lies of society, "*The Rogue's March*," etc.

GRIFFIS, WILLIAM ELLIOTT, author and lecturer; author of "*Asiatic History*," "*Romance of American Colonization*," "*Belgium, the Land of Art*," etc.

GRIFFITH, D. W., motion-picture producer; produced "The Birth of a Nation," "Intolerance," "Hearts of the World," "Broken Blossoms," etc.

GRIGGS, EDWARD HOWARD, lecturer; author of "*The Use of the Margin*," "*For What Do We Live?*," "*The Philosophy of Art*," etc.

GRINNELL, ELIZABETH, author and naturalist; author of "*Our Feathered Friends*," "*For the Sake of a Name*," "*Gold Hunting in Alaska*," "*Stories of Our Western Birds*," etc.

- GRINNELL, GEORGE BIRD, editor, author, business man, naturalist; author of *"Trails of the Pathfinders,"* *"The Indians of Today,"* *"When Buffalo Ran,"* etc.
- HALE, BEATRICE FORBES-ROBERTSON, lecturer, actress; author of *"What Women Want,"* *"The Nest Builder,"* etc.
- HALL, G. STANLEY, university president; author of *"Adolescence,"* *"Recreations of a Psychologist,"* etc.
- HARE, T. TRUXTON, lawyer; author of *"Philip Kent,"* *"Kent of Malvern,"* etc.
- HARRÉ, T. EVERETT, author, editor, dramatic critic; went North to meet Peary and secured serial rights to the story of his trip to the North Pole; author of *"Behold the Woman!,"* *"The Street of the Abandoned,"* *"The Keys of the Kingdom,"* etc.
- HARRIS, MAURICE H., Rabbi; author of books and articles on Judaism.
- HART, ALBERT BUSHNELL, university president, editor; author of *"The American Nation,"* *"The American Patriot and Statesman,"* etc.
- HART, WILLIAM S., motion-picture actor and producer; has appeared in *"Breed of Men,"* *"Wagon Tracks,"* *"Sand,"* *"The Toll Gate,"* etc.
- HEIFETZ, JASCHA, violinist; has performed in the musical centers of the world.
- HEMPEL, FRIEDA, operatic soprano; repertoire includes Marguerite in *"Faust,"* and Rosina in *"The Barber of Seville,"* etc.
- HERING, HENRY, sculptor; among principal works, Civil War Memorial, Yale University; Jackson Memorial, Crerar Library, Chicago, and Princeton University; sculpture for Field Museum of Natural History, Chicago.
- HIBBEN, JOHN GRIER, President of Princeton University; author of *"Inductive Logic,"* *"The Problems of Philosophy,"* etc.

- HILL, JAMES L., clergyman, editor; author of "*The New Forum*," "*Revisiting the Earth*," etc.
- HOLT, HENRY, publisher; author of "*On the Cosmic Relations*," "*The Cosmic Relations and Immortality*," etc.; contributor of articles on social and literary subjects and psychological research.
- HORNBLOW, ARTHUR, editor, dramatist; author of "*The Lion and the Mouse*," "*The Profligate*," "*A History of the Theatre in America*," etc.
- HOUDINI, HARRY, magician; inventor of a diving suit; author of "*The Right Way To Do Wrong*," "*Handcuff Secrets*," etc.
- HOWARD, CLIFFORD, author of "*What Happened at Olenberg*," "*Suffrage for Two*," contributor of fiction and essays to magazines; editor American Film Company.
- HUGHES, RUPERT, editor; author of "*Cup of Fury*," and numerous other stories; also author of plays, "*Excuse Me*," "*The Cat Bird*," etc.
- HUNTING, GARDNER, editor, author, journalist, artist, editorial writer, moving-picture director; author of "*The Silver Canoe*," "*Young Rival Inventors*," "*Their Friendly Enemy*," etc.
- HYLAN, JOHN F., lawyer, judge, Mayor of New York City.
- INCE, THOS. H., actor; appeared in "*Shore Acres*," motion-picture producer; notable productions include "*The Battle of Gettysburg*," "*The Wrath of the Gods*," "*Civilization*," "*The Coward*," etc.
- IRWIN, WALLACE, author of "*The Love Sonnets of a Hoodlum*," "*Letters of a Japanese Schoolboy*," "*Pilgrims into Folly*," etc.
- JOHNSON, ALBA B., locomotive manufacturer, business man, banker; President of Baldwin Locomotive Works.
- JOHNSON, CLIFTON, illustrator; author of "*The Picturesque Hudson*," "*What To See in America*," "*John Burrough's Talks*," etc.

- JOHNSON, CONSTANCE W., author of "*When Mother Lets Us Cook*," "*When Mother Lets Us Help*," "*When Mother Lets Us Travel*," "*Mary in New Mexico*."
- JOHNSON, ROBERT UNDERWOOD, editor, author; editor of *Century Magazine*, 1909 to 1913; originated movement resulting in creation of Yosemite National Park; author of "*The Winter Hour and Other Poems*," "*Songs of Liberty and Other Poems*," etc.
- JOHNSON, ROSSITER, editor; author of "*History of the French War*," "*History of the War of Secession*," "*The Story of the Constitution of the United States*," etc.
- JOHNSTON, MARY, author of "*To Have and To Hold*," "*The Wanderers*," "*Pioneers of the Old South*," "*Sweet Rocket*."
- JOHNSTON, WILLIAM, newspaper man; author of "*The Apartment Next Door*," "*The Tragedy of the Beach Club*;" contributor to magazines.
- KENYON, DORIS, actress; starred in "*The Man Who Forgot*," "*Wild Honey*," "*The Conquest of Canaan*," (motion pictures), etc.; author of "*Dramatic Monologues and Poems*."
- KERR, SOPHIE, editor; author of "*Painted Meadows*," "*The See-Saw*," etc.; contributor to magazines.
- KING, BASIL, author of "*The Abolishing of Death*," "*The City of Comrades*," etc.
- KING, HENRY CHURCHILL, college president, lecturer; author of "*The Appeal of the Child*," "*The Seeming Unreality of the Spiritual Life*," "*A New Mind for the New Age*," etc.
- KIRK, WILLIAM F., journalist; author of "*National Labor Federations*," "*Fleeting Fancies*," (poems), etc.; also of songs.
- KONTI, ISIDORE, sculptor of Plaza Fountain, New York, and groups for the Dewey Arch, etc., and many other important public and private works.

- LAEMMLE, CARL, motion-picture producer; formerly manager of Continental Clothing House, Oshkosh, Wisconsin; President Universal Film Manufacturing Co.
- LA FARGE, C. GRANT, architect, firm of Heins and La Farge, architects of Cathedral of St. John the Divine; Packard Memorial Library, Salt Lake City; Morgan Memorial, Hartford; all stations New York Subway.
- LANDIS, KENESAW M., judge; commissioner for professional baseball; began career as stenographer and secretary to Secretary of State Gresham.
- LANDRETH, BURNET, farmer, seed merchant; author of several volumes on agriculture.
- LANSING, ROBERT, lawyer, ex-Secretary of State; author of *"Government, Its Origin, Growth, and Form in the United States," "The Peace Negotiations," "The Big Four and Others of the Peace Conference,"* etc.
- LASKY, JESSE L., president Jesse L. Lasky Feature Play Company; formerly newspaper reporter, gold hunter, band leader, theatrical manager.
- LAZZARI, CAROLINA, contralto; principal roles, Dalila in *"Samson et Dalila,"* Amneris in *"Aida,"* and leading contralto roles with Mme. Galli Curci in *"Lindi di Chamounix"* and others.
- LEGGETT, BENJAMIN F., educator; author of *"A Sheaf of Song," "The City of Doom,"* etc.
- LEVERAGE, HENRY, electrical engineer, inventor; author of *"The Ice Pilot," "Shepherd of the Sea," "Whispering Wires,"* etc., also of serial novels and short stories.
- LEWIS, CHARLES B. ("M. Quad"), journalist, humorist; author of *"Field, Fort & Fleet," "Mr. and Mrs. Bowser," "Quad's Odds,"* etc.
- LINDSEY, BEN B., reformer; Judge, Juvenile Court of Denver since 1901; lecturer on children's problems; author of *"Problems of Children," "The Boy, the Beast, and the Jungle,"* etc.

- LITSEY, EDWIN CARLILE, author of "*The Princess of Gramfalon*," "*A Maid of the Kentucky Hills*," "*A Blue-grass Cavalier*," etc.
- LODGE, HENRY CABOT, senator 1893; author of "*One Hundred Years of Peace*," "*Early Memories*," etc.; lecturer on American history.
- LOTHROP, HARRIETT MULFORD ("Margaret Sidney"); author of "*Five Little Peppers and How They Grew*," etc., also many popular poems; contributor to leading juvenile magazines.
- LOW, SIR A. MAURICE, journalist; author of "*The Supreme Surrender*," "*Protection in the United States*," "*Woodrow Wilson, an Interpretation*."
- LOWELL, ORSON, cartoonist and illustrator for *Judge*, *Life*, etc.
- LYLE, EUGENE P., JR., author; one-time staff correspondent for *Everybody's Magazine* and *World's Work*; author of "*The Missourian*," "*D'Artagnan of Kansas*," "*A Dash of Irish*," etc.
- LYNDE, FRANCIS, author of "*The Donovan Chance*," "*The Fire Bringers*," etc.
- MACFARLANE, PETER CLARK, former railway man, actor, pastor, correspondent, traveller; author of "*Hell Pavers*," "*The Crack in the Bell*," etc.; contributor to magazines.
- MACGOWAN, ALICE, author of "*The Last Word*," "*Huldah*," "*Judith of the Cumberland*," "*The Sword in the Mountains*," etc.
- MACGRATH, HAROLD, journalist; author of "*The Ragged Edge*," "*The Pagan Madonna*," "*The Man on the Box*," etc.
- MACGREGOR, T. D., author, editor; author of "*Pushing Your Business*," "*Two Thousand Points for Financial Advertising*."
- MACNIDER, HANFORD, ex-Commander American Legion; vice president of the First National Bank, Mason

City, Iowa; participated in battle at Chateau-Thierry, St. Mihiel, Meuse-Argonne, etc.; decorated by United States, French, and Italian governments.

MANN, LOUIS, actor and playwright; starred in "Friendly Enemies," "Elevating a Husband," etc.

MARCOSSON, ISAAC F., journalist, editor; one-time financial editor *Saturday Evening Post*; author of "*The African Adventure*," "*Peace and Business*," etc.

MARKS, JEANNETTE, writer, playwright, and lecturer; author of "*The Cheerful Cricket*," "*Vacation Camping for Girls*," "*Early English Hero Tales*," etc.

MARSHALL, EDWARD, author of "*The Middle Wall*," "*Lizette*," etc.

MARTINELLI, GIOVANNI, operatic tenor, singing with Metropolitan Opera Company; sang in "Girl of the Golden West."

MASON, CAROLINE ATWATER, author of "*The Spell of the Southern Shores*," "*The Spell of Italy*," "*Conscripts of Conscience*," etc.

MASSON, THOMAS L., editor; literary and managing editor of *Life*; author of "*Yankee Navy*," "*A Corner in Women*," "*The Von Blumers*," etc.

MAYNARD, CHARLES JOHNSON, naturalist; author of "*Naturalist's Guide*," "*Birds of Eastern North America*," "*Butterflies of New England*," etc.

McCALEB, WALTER F., editor, business man; author of "*The Public Finances in Mexico*," "*Busy—the Life of an Ant*," etc.

McCARDELL, ROY L., newspaper man; contributor of prose and verse to leading American publications; author of "*The Wage Slaves of New York*," "*Olde Love and Lavender*," "*Conversations of a Chorus Girl*," etc.

McCARTER, MARGARET HILL, educator; author of "*Paying Mother*," "*The Reclaimers*," "*Vanguards of the Plains*," etc.

- McCONNELL, LINCOLN, lecturer, evangelist, lawyer; author of "*Who Was Jesus*," "*The Devil and the Kaiser*," "*The Acid Test*," etc.
- McCUTCHEON, GEORGE BARR, novelist, editor; author "*Graustark*," "*Brewster's Millions*," "*The Light That Lies*," "*West Wind Drift*," and numerous other stories.
- McMASTER, JOHN BACH, university professor; author of "*A History of the People of the United States*," "*Benjamin Franklin as a Man of Letters*," "*The United States in the World War*," etc.
- MERIWETHER, LEE, lawyer, traveller, economist, socialist, diplomat; author of "*The Tramp at Home*," "*Miss Chunk*," "*War Diary of a Diplomat*," etc.
- MERWIN, SAMUEL, editor; author of "*Calumet K*," "*In Red and Gold*," "*Goldie Green*," etc.; writer of special articles.
- MILLARD, BAILEY, one time editor of *Cosmopolitan Magazine*; author of "*She of the West*," "*Songs of the Press*," "*The Lure of Gold*," etc.
- MILLER, WARREN HASTINGS, author, editor; author of "*Camp Craft*," "*Outdoorsman's Handbook*," "*Camping Out*," "*In Darkest New Guinea*," etc.
- MIX, TOM, motion-picture actor, scenario writer, cowboy, sheriff, Texas Ranger; best pictures, "*The Texan*," "*Rough Riding Romance*," "*The Speed Maniac*," "*Hands-Off*," "*The Hornet's Nest*."
- MOFFETT, CLEVELAND, author, newspaper man; author of "*Real Detective Stories*," "*Careers of Danger and Daring*," "*The Conquest of America*," etc.
- MORGENTHAU, HENRY, Ambassador to Turkey and later to Mexico; engaged in various welfare activities; business man and financier; director of many large corporations.
- MORLEY, MARGARET W., writer on flowers and insects; author of "*The Apple Tree Sprite*," "*The Bee People*," etc.

- MORRIS, ROBERT T., surgeon; author of "*Tomorrow's Topics Series*," "*A Surgeon's Philosophy*," "*The Way Out of War*," etc.
- MULFORD, CLARENCE E., author of "*The Orphan*," "*Hopalong Cassidy*," "*Buck Peters, Ranchman*," "*Coming of Cassidy*," "*Bar 20-Three*," etc.
- MULLINS, ISLA MAY, author of "*Side by Side, A Child Study*," "*The Blossom Shop*," "*Tweedie*," "*Uncle Mary*," etc.
- NEWMAN, E. M., traveler, lecturer; accompanied Theodore Roosevelt on African trip.
- NICHOLSON, MEREDITH, author of "*The House of a Thousand Candles*," "*The Port of Missing Men*," "*Lady Larkspur*," "*The Madness of May*," etc.
- NORRIS, KATHLEEN, author of "*Mother*," "*The Rich Mrs. Burgoyne*," "*The Story of Julia Page*," "*The Heart of Rachel*," "*Sisters*," etc.
- NUTTING, WALLACE, clergyman, antiquarian; author and illustrator of "*Vermont Beautiful*," "*New Hampshire Beautiful*," "*Furniture of the Pilgrim Century*," etc.
- ORCUTT, WILLIAM DANA, manufacturer; lecturer and writer on printing as an art; author of "*The Balance*," "*The Moth*," "*The Flower of Destiny*," etc.
- OSBORN, HENRY FAIRFIELD, paleontologist, educator; prominent member of various scientific societies throughout the world.
- OSBORNE, WILLIAM H., lawyer; author of "*Neal of the Navy*," "*Home Place*," etc.; contributor to leading magazines.
- PACKARD, WINTHROP, editor, correspondent; author of "*The Young Ice Whalers*," "*Wildwood Ways*," "*Florida Trails*," "*White Mountain Trails*," "*Old Plymouth Trails*," etc.
- PAINE, RALPH D., journalist, war correspondent; author of "*Lost Ships and Lonely Seas*," "*Sons of Eli*," "*The Wall Between*," etc.

PALTSITS, VICTOR HUGO, historian, librarian, bibliographer, authority on manuscripts; author of "*Schemes for Conquest of Canada in 1746*," "*The Almanacs of Roger Sherman, 1750-1761*."

PARK, J. EDGAR, clergyman; author of "*The Keen Joy of Living*," "*Parables of Life*," "*Disadvantages of Being Good*," etc.

PARKHURST, CHARLES H., clergyman, sociologist; author of "*A Little Lower Than the Angels*," "*The Blind Man's Creed*," "*Forms of the Latin Verb*," etc.

PARLETTE, RALPH, publisher, lecturer, editor; author of "*Big Business*," "*The University of Hard Knocks*," "*You've Got It in You*," etc.

PARRISH, MAXFIELD, artist, illustrator; among best known work, paintings in the building of the Curtis Publishing Company, Philadelphia.

PARSONS, FRANK ALVAH, lecturer on art; author of "*The Psychology of Dress*," "*Principles of Advertising*," "*Arrangement*," "*Interior Decoration, Its Principle and Practice*," etc.

PARTIGIAN, HAIG, sculptor; principal works include heroic statue of General Pershing (San Francisco), General Funston, etc.

PATCHIN, FRANK G., journalist, editor, writer of juvenile stories; author of "*Little Soldiers of France*," "*Little Daughters of France*," etc.

PEABODY, FRANCIS G., theologian, educator; author of "*Religion of an Educated Man*," "*The Christian Life in the Modern World*," etc.

PEARY, JOSEPHINE D., Arctic traveller; accompanied her husband, Robert E., on Arctic explorations; author of "*My Arctic Journal*," "*The Snow Baby*," "*Children of the Arctic*," etc.

PENDEXTER, HUGH, journalist; author of "*Red Belts*," "*Gentlemen of the North*," etc.

- PENN, ARTHUR A., writer, musical and dramatic critic; wrote "The Hermit of Hawaii," "Yokohama" (comic operas); composer of "Smilin' Through," "Gingham Gown," etc.
- PERRY, BLISS, university professor, editor; author of "*A Study of Rose Fiction*," "*The Plated City*," "*Walt Whitman*," "*A Study of Poetry*," etc.
- PETROVA, OLGA, actress; starred in "Panthea," "The Revolt," etc.; in motion pictures, starred in "The Undying Flame," "The Law of the Land," etc.
- PILLSBURY, JOHN S., flour manufacturer, business man; trustee, Pillsbury Settlement House, Minneapolis.
- POLLOCK, CHANNING, author, dramatist, dramatic critic; wrote "*Behold the Man*," "*A Game of Hearts*," etc.; wrote many plays, including "In the Bishop's Carriage," "Such a Little Queen."
- PORTER, HAROLD E. ("Holworthy Hall"), air service of U. S. Army in 1918, detailed to office of Secretary of War; author of "*Dormie One*," "*Help Wanted*," etc.
- POWELL, LYMAN P., lecturer, editor; author of "*The Spirit of Democracy*," "*The World Unrest and Its Relief*," etc.
- PUTNAM, GEORGE HAVEN, publisher; President of G. P. Putnam's Sons; author of "*Abraham Lincoln—the People's Leader in the Struggle for National Existence*," "*Books and Their Makers in the Middle Ages*," etc.
- "QUAD, M." See Charles B. Lewis.
- QUICK, JOHN HERBERT, lawyer, educator, editor; author of "*Vandemark's Folly*," "*From War to Peace*," "*American Inland Waterways*," etc.
- RAINSFORD, WILLIAM S., clergyman; author of "*Seven Last Words on Cross*," "*Reasonableness of Faith*," "*Land of the Lion (Two Years in Eastern Africa)*," etc.
- RAY, CHARLES, motion picture actor; scored first success in "The Coward;" starred in "Scrap Iron," "The Old Swimmin' Hole," etc.

- REA, SAMUEL, President Pennsylvania Railroad; author of *"The Railways Terminating in London."*
- RHODES, JAMES F., author of *"Historical Essays," "History of the Civil War," "History of the United States from the Compromise of 1850;"* lecturer on the American Civil War.
- RICHBERG, DONALD R., lawyer; author of *"In the Dark," "A Man of Purpose,"* etc.; contributor to magazines and reviews.
- RICHMOND, GRACE S., author of *"Red and Black," "The Brown Study," "Red Pepper Burns," "Red Pepper's Patients,"* etc.
- RICKENBACKER, EDWARD VERNON, aviator; organizer and vice president Rickenbacker Motor Company; widely known as auto-racer; was commanding officer 94th Aero Pursuit Squadron, which unit was credited with 69 victories during the Great War—the largest number of victories of any American Unit—Rickenbacker heading the list with 26 victories to his credit; author of *"The Fighting and Flying Circus."*
- RINEHART, MARY ROBERTS, author and playwright; wrote *"The Circular Staircase," "K," "When a Man Marries,"* etc.
- ROBERTS, KENNETH L., editor, humorist, newspaper correspondent; author of *"Europe's Morning After," "Why Europe Leaves Home,"* etc.
- ROLT-WHEELER, FRANCIS W., editor, lecturer; author of *"Nimrod," "Secret Service,"* etc.
- ROOSEVELT, FRANKLIN D., lawyer; Democratic nominee for Vice President of U. S. in 1920; Assistant Secretary of Navy (Wilson Administration).
- ROOSEVELT, KERMIT, author of *"The Happy Hunting Ground," "War in the Garden of Eden,"* etc.
- ROOSEVELT, THEODORE, JR., Assistant Secretary of the Navy in President Harding's Cabinet; author of *"Average Americans."*

- SAGE, WILLIAM, writer of newspaper and magazine stories, novels; author of "*Robert Tournay*," "*The Claybornes*," "*The District Attorney*," "*A Maid of Old Virginia*," etc.
- SANBORN, ELWIN R., photographer; has made scientific study of photography of wild animals, and general biological and sociological life; lecturer on natural history.
- SCARBOROUGH, DOROTHY, editor; author of "*Fugitive Verses*," "*From a Southern Porch*," etc.
- SCHEFF, FRITZI, prima donna; sang leading roles in "*Faust*," "*La Boheme*," etc.
- SCOTT, HENRI, basso; made operatic debut as Ramfis in "*Aida*."
- SEE, THOMAS J. J., astronomer, geometer; has made many important discoveries relative to earthquakes, gravitation, etc.; author of "*Capture Theory of Cosmic Evolution*," etc.
- SELIG, WILLIAM N., motion picture producer; inventor of many appliances used in motion picture photography; first producer of long historical photodramas.
- SELTZER, CHARLES ALDEN, author of "*The Range Boss*," "*Beau Rand*," "*The Ranchman*," and others.
- SEMBRICH, MARCELLA, operatic soprano; made first appearance in America in "*Lucia di Lammermoor*," has sung as Gilda, Rosina, Violetta, etc.
- SERVISS, GARRETT P., editorial writer; writer on scientific subjects; author of "*Astronomy with an Opera Glass*," "*Astronomy with the Naked Eye*," "*The Moon Maiden*," etc.
- SEYMOUR, CHARLES, Professor of history at Yale; editor; author of "*The Diplomatic Background*," "*Wilson in the World War*," etc.
- SHEARER, CHRISTOPHER H., landscape artist, writer on nature.

- SHELDON, CHARLES MONROE, clergyman; author of "*Richard Bruce*," "*The Richest Man in Kansas*," "*In His Steps Today*," etc.
- SHUTE, HENRY A., author of "*Real Diary of a Real Boy*," "*A Few Neighbors*," "*Farming It*," "*A Country Lawyer*," "*Brite and Fair*," etc.
- SINGLETON, ESTHER, editor; author of "*A Guide to the Opera*," "*Turrets, Towers and Temples*," etc.; writer on sculpture and painting.
- SIVITER, ANNA PIERPONT, editor; author of "*Songs of Hope*," "*On Parole*," etc.
- SMITH, EDGAR F., chemist, educator; author of "*Classen's Quantitative Analysis*," "*Elements of Chemistry*," etc.
- SMITH, HOKE, U. S. Senator 1915-21; Secretary of the Interior in Cabinet of President Cleveland.
- SPARKS, EDWIN ERIE, President Emeritus of Pennsylvania State College; author "*Expansion of the American People*," "*The United States of America*," etc.
- SPEER, ROBERT E., missionary secretary, traveller; author of "*One Girl's Influence*," "*The Mark of a Man*," etc.
- STANLAWS, PENRHYN (Penrhyn Stanley Adamson), portrait painter; built "*Hotel des Artistes*," largest studio building in America.
- STARR, FREDERICK, anthropologist; author of "*On the Hills*," "*The Truth about the Congo*," etc.
- STEELL, WILLIS, playwright; wrote "*The Gift of the Madonna*," "*Mortal Lips*," etc.
- STEFANSSON, VILHJALMUR, Arctic explorer; author of "*Life with the Eskimo*," "*Go North, Young Man*," etc.
- STEINER, EDWARD A., sociologist; author of "*Tolstoy, the Man*," "*Old Trails and New Borders*."
- STERNER, ALBERT, portrait painter; most famous paintings, "*The Bachelor*," exhibited at Paris Salon, and "*Portrait of My Son*," illustrator of "*Prue and I*," "*Poe's Works*," etc.

- STOKES, EDWARD C., banker; ex-Governor of New Jersey.
- STONE, FRED A., actor; starred in "Jack o' Lantern," "Stepping Stones," etc.
- STOTT, ROSCOE GILMORE, writer, lecturer; author of "*The Man Sings*;" lectures, "*A Man-size Job*," "*Dying on Third*," etc.
- STOWE, LYMAN BEECHER, editor; author of "*Citizens Made and Remade*" (with William R. George), "*Harriet Beecher Stowe—Her Life*" (with father).
- STREET, JULIAN L., author; contributor to magazines; author of "*My Enemy the Motor*," "*Welcome to Our City*," "*American Adventures*," "*Mysterious Japan*," etc.
- STRINGER, ARTHUR (John Arbuthnott), editorial writer; author of "*Prairie Child*," "*Are All Men Alike?*" etc.
- SWAIN, JOSEPH, President Emeritus of Swarthmore College; President of the National Education Association 1913-14.
- SWITZER, MAURICE, Vice President of Kelly-Springfield Tire Co.; author of "*Wild and Tame Advertising*," "*Letters of a Self-made Failure*," "*Cashing in on What You Have Got*," etc.
- SWOPE, HERBERT BAYARD, journalist, war correspondent, executive editor of the New York *World*, 1923.
- SYKES, CHARLES H., cartoonist for Philadelphia *Public Ledger* since 1914.
- TARKINGTON, BOOTH, author of "*The Gentleman from Indiana*," "*Conquest of Canaan*," "*Treasure Mountain*," "*Seventeen*," "*Honey Sweet*," "*The Intimate Strangers*," etc.
- THORPE, ROSE HARTWICK, author of "*The Yule Log*," "*From California*," "*Curfew Must Not Ring Tonight*," etc.
- THWING, CHARLES F., president of Western Reserve University and Adelbert College 1900-1921; writer of numerous books.

- TRENT, WILLIAM PETERFIELD, university professor; editor.
- TROUBETZKOY, AMÉLIE RIVES, novelist; author of "*The Quick or the Dead*," "*Pan's Mountain*," "*The Prince and the Pauper*," "*Hidden House*," etc.
- TRUE, JOHN P., author, publisher; author of "*Their Club and Ours*," "*Shoulder Arms*," "*Scouting for Light Horse Harry*," etc.
- UNDERWOOD, FREDERICK D., President of the Erie Railroad.
- UNTERMAYER, LOUIS, manufacturer; author of "*These Times*," "*The New Adam*," etc.
- VANDERLIP, FRANK A., banker, former shorthand writer, financier, economist; author of "*The American Commercial Invasion of Europe*," "*Business and Education*," etc.
- VANDERPOOL, FREDERICK W., musician and composer; traveled with various musical and theatrical companies; composed "*Songs of Dawn and Twilight*," "*The Autumn Moon*," "*The Want of You*," etc.
- VAN DYKE, HENRY, author, diplomat; wrote "*The Reality of Religion*," "*The Poetry of Tennyson*," "*The Spirit of America*," etc.
- VARE, WILLIAM S., congressman; elected to 62nd Congress to fill unexpired term of Gen. Henry H. Bingham, and to 63d and 64th Congresses.
- VIZETELLY, FRANK H., lexicographer, editor; author of "*Mend Your Ways*," "*Punctuation and Capitalization*," etc.; editor of "*Mental Efficiency Series*."
- WACK, HENRY W., lawyer; author of "*The Story of the Congo Free State*," "*The New Soul of Nations*," etc.
- WAINWRIGHT, RICHARD, Rear-Admiral U. S. N.; served on "*Jamestown*" and "*Colorado*," executive officer "*Maine*," commander of the "*Gloucester*" during Spanish War, etc.

- WALLACE, DILLON, lawyer, explorer; author "*The Lure of the Labrador Wilds*," "*Beyond the Mexican Sierras*," "*The Gaunt Gray Wolf*," etc.
- WANAMAKER, JOHN, merchant, philanthropist; established department store in Philadelphia and New York City; active in politics as Republican of independent proclivities; postmaster-general of U. S., in cabinet of President Harrison; long active in religious work; founded Wanamaker Institute.
- WARFIELD, DAVID, actor; starred in "The Music Master," "The Auctioneer," "A Grand Army Man," etc.
- WATTS, MARY S., author of "*The Boardman Family*," "*From Father to Son*," etc.; also writer of plays.
- WAYLAND, JOHN W., teacher; author of "*Christ as a Teacher*," "*A History of Virginia for Boys and Girls*," "*Political Opinions of Thomas Jefferson*," etc.
- WEEKS, JOHN W., Secretary of War in the Cabinet of President Harding; banker, military expert.
- WEINMAN, ADOLPH A., sculptor; designed the new dime and half dollar; sculpture on the façade of the Municipal Building, New York City; monumental sphinxes at entrance to Scottish Rite Temple, Washington, D. C.
- WELLMAN, WALTER, journalist, explorer; at age of twenty-one established Cincinnati *Evening Post*; located landing place of Columbus on Watling Island, Bahamas; author of "*The Aerial Age*," "*The German Republic*," "*The Force Supreme*."
- WELLS, AMOS R., educator, editor; author of "*Everybody Poems*," "*Expert Endeavor*," etc.
- WERRENRATH, REINALD, baritone singer; made opera debut as Sylvio in "Pagliacci."
- WHITE, EDWARD LUCAS, educator; author of "*The Unwilling Vestal*," "*El Supremo*," etc.; contributor of poems and stories to magazines.

- WHITE, STEWART EDWARD, traveler and writer of western stories; author of "*Gray Dawn*," "*Simba*," etc.
- WILCOX, WALTER D., traveled and made scientific investigations in Canadian Rockies, Hawaiian Islands, Cuba, etc.; author of "*Camping in the Canadian Rockies*," "*The Lake Louise Region*," etc.
- WILDMAN, EDWIN, editor; author of "*Aguinaldo—A Narrative of Filipino Ambitions*," "*Writing To Sell*," "*America's Attitude toward the War*," "*Reconstructing America, Our Next Big Job*," "*American Leaders of Industry*."
- WILLSIE, HONORÉ, author of "*Still Jim*," "*The Enchanted Canyon*," etc.; contributor to magazines.
- WITHERSPOON, HERBERT, singer, artist; toured for many years with the Thomas Orchestra and Pittsburgh Orchestra; leading parts at Metropolitan Opera House, New York City.
- WOODBERRY, GEORGE E., educator; author of "*The Inspiration of Poetry*," "*Ideal Passion*," "*America in Literature*," etc.; collected poems of Rupert Brooke.
- WOODRUFF, HELEN S., author of "*Really Truly Nature Stories*," "*The Lady of the Lighthouse*," "*Really Truly Fairy Stories*," "*Mr. Doctor-Man*," etc.
- WOOLWORTH, C. S., merchant; director in many business enterprises; chairman of Board of Directors of the F. W. Woolworth Company.
- WRIGHT, MABEL OSGOOD, author, ornithologist; author of "*Birdcraft*," "*Aunt Jimmy's Will*," "*The Garden of a Commuter's Wife*."
- YEISER, JOHN O., lawyer, publicist; author of "*Evolution Proving Immortality*," "*Real Money*," etc.
- ZIMMERMAN, EUGENE, caricaturist for *Judge*; known as "Zim;" author of "*This and That about Caricature*."
- ZUKOR, ADOLPH, motion picture producer; president Famous Players-Lasky Corporation; formerly a merchant.





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